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COVER

WHERE THE JOBS ARE

For many Canadians the economy has become an unfamiliar landscape. Industries once associated with a strong economy have been dramatically restructured or have disappeared altogether as a result of the recession, technology and global markets. In their place are new companies that rely on technology rather than manpower, and computers rather than factories.

— 28



CANADA

STEPPING INTO THE BLOCKS

Although his potential successors to Prime Minister Brian Mulroney have yet declared their intention to enter the Conservative leadership race, senior party figures are testing the waters. Anyone say Defence Minister Kim Campbell is a contender, followed by Environment Minister Jean Charest. — 12



SPORTS

THE KURT-AND-ELVIS SHOW

The showdown between Canadiana Kurt Browning and Elvis Stojko (left) highlights the World Figure Skating Championships in Prague this week. And as other Canadian skaters brimmed with confidence, team officials quietly predicted that the current group could be the country's best team ever. — 48





Getting Into The Game

Since early 1990, most Canadians have endured the fallout of the painful economic recession, slowly waiting for a return to prosperity and normalcy. But as the economic growth is in sight, it is clear that the shape of the Canadian economy has changed profoundly. Many of the familiar beneficiaries of economic performance have vanished from the landscape permanently. Now, even though corporate performance is gradually improving and stock markets are anticipating further business growth, unemployment levels remain stubbornly high. Most new jobs that emerge are in technology-intensive industries, rather than resources or manufacturing, and require a new set of skills from employees. In those very industries, classic stratified management is giving way to integrated teams. And even the language of business has changed.

The temptation to dismiss the structural economic shifts is strong, but it is not possible for Canada to compete in global markets—which have already become reality—unless Canada focuses on the new challenges head-on. That will involve focusing more on education and training in order to provide new or expanding companies in the high-technology sector with an adequate employee base. It also calls for adjusting government incentive programs and for business tax credits to encourage the start-up of knowledge-intensive, rather than traditional capital-intensive, companies. Government will also have to pay special attention to improving sources of venture-capital funding for technology companies. Last year, Canada raised less than \$200 million for new ventures, lagging far behind the United States, which raised \$2.2 billion. As Business Editor Dennis McManis points out in this week's cover package, while the New Economy gains momentum, the results of setbacks throughout the 90s are greater than the short-term gain—and less—of progress into the 21st.



Contributors John Shaw (left), John Goss, Dennis McManis (right) and John Goss (center) at the address.

Ken Doyle

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Video Coordinator: John Bennett

Assistant to the Editor: John Bennett

Assistant to the Editor: John Bennett

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LETTERS

Facing the devil

I shed a lot of tears today. They stem from the pages of your cover story, "The greatest fear" (March 1). I cried for all those innocent children who faced the devil incarnate and died. There is no greater fear for a parent than that only inseparable by the flesh of the unborn witness consisted of the greatest crime against humanity, the suffering of our little ones.

Susan Rogers,
Moncton, N.S.

The cover story is a good representation of the debate we being waged across Canada. I cannot understand, however, how the defence lawyers can fight for the rights and freedoms of convicted repeat sex offenders. Statistics show that, more often than not, the offender repeats his crime the moment he gets a chance. I have only one question to ask the lawyers and advocates of rehabilitation: "What if the repeat offender next attacks your wife or child?"

Lynne Brinkman,
Thornhill, Ont.

'Being a teen'

Thank you for your Feb. 22 cover ["The world of teens"]. I was so pleased that teenagers are finally getting some recognition for surviving in a world we did not create and have no choice but to grow up in. The pressures of being a teen in the 1990s can sometimes be almost unbearable. To all the people out there who think teenagers bring problems onto ourselves, look harder. We did not start the spread of AIDS, we just have to live with it. We did not start drugs, but we still have to worry about them. I could go on forever but instead of complaining about it, why not do something about it.

Kelly Weiser,
Brimpton, Ont.

I was pleased to see that you included a section on the fear and emotional turmoil suffered by young girls ("Young, shy—and alone"). It is important that young distressed girls are read an article such as yours so they can discover that they are not alone.

Frances Steels,
Edmonton



Vancouver Grade 3 class: tears for the greatest crime against humanity

Cultivating awareness

I am responding to a letter in the Feb. 22 issue ("Beyond hate") by Catherine Beland about the Roch Thériault story ("Out of harm's way," Cover, Feb. 6). While I can certainly understand her concern, I fail to see how this story is not "news" just the people of Canada should be dwelling on. She seems to be implying that Canadians should not be made aware of a serious problem—the existence of cults. I am sure that she would coach rather than help her children develop a healthy awareness instead of a case of physical or sexual abuse prompted by ignorance about cults and people like Thériault. This is not the *National Enquirer*—it is the real world.

Anthony Lencz,
Windsor, Ont.

No help required

I have just returned from a business trip to Russia on which I saw very little of the Russia portrayed in "Moscow days & nights" (Cover, Feb. 22). Instead, I saw a country of hardworking, hard-headed people with strong family values. It is the sensationalized reporting of misbehaviors of events that will continue to perpetuate the myth that so many of these developing (changing) countries are full of bullies who could not sit at their own tables without a hand from an "over-privileged" country.

Jean Gaudin,
Toronto

Whitewashing it over

The problems with Barbara Ansel is that she has never quite made it out of the 1950s. No one questions the ruthlessness of the Soviet regime at its heyday, but her McCarthy-like whitewash of the United

States as the wildest defender of democracy is insulting and incalculable ("A terrible choice for a dinner guest," Column, March 1). The Soviet Union and the United States were certainly "moral equivalents" in this respect; they were more concerned with retaining their spheres of influence than with protecting the freedom and right to self-determination of their client states and enemies in their backyard.

Michael Cronin,
Kingston, Ont.

'Strong objection'

I take strong objection to a statement you attributed to me in your story "Harrow in Davis later" (Cover, Feb. 22). At no time did I say that the relocation of the home of Davis later would "take a few more years of negotiation and analysis." Any reference to negotiations would have concerned the actual time it would take for a community to be moved—not the time that the federal government would take to make a decision. On Feb. 9, 1993, I announced that the government of Canada will support the relocation of the Davis later site. The relocation of an entire community is a complex process and cannot be preceded by a community-led planning process. That is why the federal government, working closely with community leaders and the government of Newfoundland, is developing programs that will foster the well-being of the home of Davis later and will ensure that the problems that now afflict them will not be transplanted in a new community.

Tim Stollis,
Minister of Indian Affairs
and Northern Development,
Ottawa

Letters may be condensed. Please supply name, address and daytime telephone. Please indicate if the Editor should be notified. Deadline: Monday, May 17, 1993. Box 777, Toronto, Ont. M5P 1A7. Or fax: (416) 593-7700.

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Likes to talk radio. Is this crazy, or what? Typically, you get some hyperbolic, unmeasured, right-wing "hate," like delivers and less occasions on the well-known conspiracy to rob Americans of their basic freedoms, complete with home remedies for what ails us. The trouble with America? Hillary Clinton, of course. Or Jesse Jackson. Or affirmative action. Or delinquent cities. Or gays in the military. Or welfare. Foreign aid, tons of it, not out-of-control budgets.

Such sound, such fury, such solid waste. Sensible debate is out of the question because the electrical Atlanta traffic in ideology, not ideas. Eloquence and erudition have to part in their game: the word make Rush Limbaugh seem like Winston Churchill! The winning part is that politicians pay attention, fearing the toll-free constituency. Government by goose squad. Vote-and-bribe democracy. Thomas Jefferson, please contact your office.

And how about television—the stirring prime-time dramas that often seem to follow ratings? Three quickie TV movies—three!—concerned themselves with the astronomical social issues attending the case of *Any* Player, the so-called *Gay* Island Lotta, and *Any* Buttolazzo, the multi-boy lover who *Any* says was such hot stuff. Talked-about television shows can't get enough of *Any*'s trailside adventures, nor can New York newspapers. *Foreverall* has replaced *them* in American life, says Michael Ritchie, director of such highly respected films as *The Godfather* and *Dances with Wolves*. "Everyone in America seems to be willing to participate,"

In the early 1980s, banana blanchers by the docks and diners and restaurants had driven out office workers from a small-town TV newsroom, but what strikes schlock TV as the truly compelling stories of our day? Documentaries focus on a single day, so, of course, could watch network culture moments laid out on the following: women who married their husbands' fathers' husbands (Kerouac), people betrayed by mates who had no idea they were the wedding (Gibson), should the state pay for sex changes? (With Dennis), men with sex partners (Gore Rivers). The most substantial offering came from Document 1980, which was a scientist who claims he can detect world events in childhood.

Experts say that watching shows filled with stressors and conflict, and smoking a pack of super-sweetened tobacco, and taking the car ride to work, among many longer (Kendrick), is harmful to most adults. However, the words means of Stuart Fischell, a professor of the child psychology at California State University in Los Angeles, are instructive: "I like fast food, because occasionally it's *appealing*," he says. "But it's not healthy to eat it every day." In other words, you can indulge from time to time, but you should be aware of the consequences. As for the stressors, Fischell says, "I think it's important to be aware of the stressors, and to be able to deal with them. I think it's important to be able to deal with them. I think it's important to be able to deal with them."

A zombie nation inhabiting two worlds

BY FRED ARUNING

Amongst the new hit movie, *Falling Down*, The New York Times suggests that this study of a stretched-out, gun-totting white, middle-class citizen of Los Angeles reflects the peculiar sort of cinematic double-whammy only possible in U.S. films. "It exemplifies a phenomenally American kind of pop movie-making that, with skill and wit, winds up stereotypical attitudes, while also exploring them with insidious of foot," declares the Times. "It's sometimes very funny and often very in the way it manipulates one's darkest feelings."

As his interpretation might be, the situation portrayed in *Falling Down* is not real: we are to characterize, not the emotions under examination, but the filmmaker does a swell job of creating an image of American society that he suspects the audience prefers and then cleverly employs that phoney vision to his best advantage. The customers want chaos they want vengeance, they want madness, they want to embellish their dopey fantasies of America-as-war-zone? Coming right up. The director knows better, but do the fans?

Under discussion here is a serious strain of cultural anthropology that could turn us into a similar nation, if that already hasn't happened. Since reality went on the auction block, it's difficult to tell. Three reviewers Vincent Canby—who liked the movie, by the way—is onto something, no doubt Americans are an extremely odd lot when

comes to making fundamental distinctions between illusion and reality, and, increasingly, we are having trouble "positing," as the social scientists are so fond of saying, "Everything is important, nothing is important. Does it matter?"

Flooded by a surfeit of data and information of every description, Americans have come to inhabit two worlds—separate and widely out of sync. In one sphere, a fierce exclusionary

Paul Browne is a writer with TimeOut in New York.

In Screwball Central, what seems true is true. All whims will happily be indulged, every dipstick theory given its day

the World Trade Center and lower Manhattan becomes an instant disaster area. A new President tries to sell his tax plan while political opponents give him proof AIDS spreads the life of tennis star Arthur Ashe, and thousands of anonymous sufferers. Scandal swarms, Bush's scandalous, the White House continues to

Because it actually exists, this world is a mighty tough place where risks sometimes are awesome and wrong moves can mean delocation or disaster. This is a no-holding-around, the-way-it-is-kind of a world, all right, and we are advised to pay careful attention. Know your stuff. Get the story straight. Assume nothing. Leave guesswork and rote questions at the door.

The other world is *Scrumball Central*. It is a parody where expressions prevail, where talk footbats, where everyone is an expert on the great subject of himself, where trash TV and cocaine radio clips dominate the scene. On this turf even instant gratification does not come soon enough. No need to stop for analysis or understating. What seems true is true. Don't let the facts get in the way of a good yarn, as the old newsmen wisecrack every. All whims will happily be satisfied, every dream theory even as the



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STEPPING INTO THE BLOCKS

THE TORY LEADERSHIP CAMPAIGN BEGINS ON A CAUTIOUS NOTE

In less politically charged times, there would have been little noteworthy about Prime Minister's Tuesday evening through southern Ontario last week. The Conservative Minister's itinerary included golfing with Progressive Conservative supporters in Cambridge, Rochester and Guelph—all south of Betty's riding of Wellington/Guelph North/Etobicoke. But in addition to taking the hands of potential voters, Betty faced questions about her leadership aspirations following Prime Minister Brian Mulroney's Feb. 24 resignation announcement. Still, some, Betty's spokesman was a study in ambiguity. In Guelph, he told news officers that he did "not see any risk" in making a decision. And in Cambridge, he declined suddenly. "I have no plans to seek the nomination." After a carefully timed pause, he smiled and added, "in Cambridge."

Betty's caution reflected the behavior of most of the Prime Minister's potential successors. For likely leadership candidates pondering an entry into the race there are two critical voter-charger support and money. At the moment, only two candidates appear to have significant amounts of both—Deputy Minister Kim Campbell, who is emerging early as the overwhelming favorite of the party establishment, and Ministerial Minister Jean Charest, who is well behind Campbell but far ahead of any other prospective candidate. Betty, whose support is mostly in rural Central Canada, acknowledged that cost is a real Central Canadian factor. "It is an expensive proposition."

At the outset, some Tories estimated that a high-profile, competitive campaign could cost each entrant up to \$5 million (but during a

weekend meeting, the party's convention planning committee imposed a spending limit of \$900,000 per candidate, including the cost of staff and travel, the convention itself will run from June 9 to 13 at the Ottawa Civic Centre. The restriction was imposed at the urging of Mulroney, who offended many Tories by the extravagance of his usual use for the party leadership at 2075. Under the party's new rules, donations will be channeled through the PC Canada Fund, which will apportion all or small percentage for the seat general election. Said Conservative House Leader Bruce Aitken: "It was a relief to see support of limits. But when you don't have them, the pressure to spend becomes enormous."

Still, some Tories privately say that any new measures can be easily contoured. Decided one potential candidate: "There is virtually no cap to accurately measure all the money a candidate takes in and spends." On the other hand, \$900,000 is a sizeable figure, high limit for many would-be candidates, including some backbenchers who say that they would set their sights considerably lower. Said Toronto-area MP Patrick Boyce, who last week was leaving Toronto to enter the race: "I think the donating limit will be something like \$250,000." Another Toronto-area MP and likely entrant, Gordie Turner, said before the weekend meeting that he had not put down up a campaign budget. But, he added, "I do not think it should take a million bucks."

Although many can buy many things at

prices, it does not necessarily guarantee a candidate widespread popularity. Supporters of International Trade Minister Michael Wilson, for example, claimed that it would have been easy for them to collect as much as \$5 million in campaign funds by taking advantage of Wilson's popularity among members of Toronto's potential Bay Street business community that his supporters conceded that the minister would have trouble winning delegate support from outside the Toronto area. At week's end Wilson bowed out of the race and acknowledged that many Tories are looking for a new face to lead the party. "People are looking for a clean sheet of paper," he said.

For step different reasons, Employment and Immigration Minister Reynald Villeneuve is also unlikely to win. Villeneuve is popular with grassroots Conservatives, but his principal base of support is the Maritimes, where large donations are hard to come by.

Potential candidates also have to consider if winning and losing would mean their standing in the party. One senior member of the Tory executive said last week that Wilson, like Employment Minister Donald Manion—who appears to have ruled out running—had little to gain from declining his candidacy. Both men, he said, are well-regarded within the party and would have "little scope to prove and lose

by running, unless they truly, truly don't they care."

Another potential candidate who decided to stay out of the race last week was Health Minister Ron Davies. The 52-year-old Quebecer said that it was time to make way for a new generation of leaders. Others said that they were reluctant to run on debts that might remain long after the convention is over. Added Thomas Ridd, minister of state for small business and tourism and a possible candidate: "It is essential not to get in debt. I cannot afford that—I just could not handle it."

For now, Campbell appears most ready to mount an effective campaign. Even though she is unlikely to declare her candidacy until some time after March 10—once her supporters agree to support her for the party leadership—she is already working in high profile help and promotion of financial aid. Her list of supporters includes prominent Tories outside the party's core constituency: New Brunswick MP Ross Reid, who will likely be her campaign chairman; Quebec

Tory Senator Guy Charbonneau, the Speaker of the Senate; former Ontario Conservative party leader Larry French; Ontario Liberal MP John Schwartz, a Toronto lawyer who will be her chief fund-raiser; Ministerial Senator Jean Johnson and former B.C. Social Credit cabinet minister Bruce Smith.

Campbell, also among potential telephone candidates, will have formidable backing: Que-

bec. A key reason for that is the support of Charbonneau, a well-connected Tory who was one of Mulroney's chief opponents and fund-raiser. His decision to support Campbell has drawn a string of Mulroney's former top supporters in the province. One, Jean-Yves Lortie, a key organizer in the 1988 federal campaign has already canvassed the 19 Quebec ridings not represented by Times—much the result that Campbell's almost certain to sweep the state of delegates in each.

While other underdog competitors launched high-profile appearances last week under the joint of party fund-raising events and ministerial business, Campbell preferred to her Bayview home to plot her campaign in private. Among her tasks: choosing a team of volunteers to help her with her work. Campbell's first-order task has been to persuade early, and potentially damaging, protesters. Said one veteran strategist and Campbell supporter: "Rin got to be from being a distinct and different personality. But she's allowing longtime party workers if she ignores them."

In particular, she will have to trust carefully in Ontario through the lengthy list of backroom strategists and fund-raisers who have dominated the ranks of provincial and federal Tories for decades. Campbell's strategy is to keep party veterans to be startled by the appearance of the little-known Schwartz, a former policy aide to the provincial Tories who met Campbell for the first time last week, to get past of several fund-raising challenges. Said one senior staff member: "It breaks the pattern of putting some Bay Street type who can go to his little club and get the money." In the early stages of the leadership battle, such departures from precedent may well add as of business to the campaign. What lies ahead is more difficult. Campbell's strategy is to keep party veterans to be startled by the appearance of the little-known Schwartz, a former policy aide to the provincial Tories who met Campbell for the first time last week, to get past of several fund-raising challenges. Said one senior staff member: "It breaks the pattern of putting some Bay Street type who can go to his little club and get the money." In the early stages of the leadership battle, such departures from precedent may well add as of business to the campaign. What lies ahead is more difficult.

ANTHONY WILSON-SMITH and KATE PULSTON and LOUISE FARRER in Guelph and GLEN ALLEN in Rochester

National Notes

WESTERN WANTS

The New South Wales government today charged of alleged safety violations last against the Western coal mine in connection with the May 6, 1992, explosion that killed 28 miners. John Press, the government's director of prosecutions, said that the decision to selectively drop the charges was based partly on a Jan. 19 NSW Senate Court of Appeal ruling prohibiting public hearings into the disaster and the fact that the mine's safety record was good. But Press said: "A public trial would provide a fair trial if criminal charges are ever laid."

ISLAND CALL

Prince Edward Island's new Liberal Premier, Catherine Callbeck, called a provincial election for March 29. Callbeck took over from Joe Ghis on Feb. 25. Her party currently holds 24 seats in the 25-seat legislature, with the Conservatives led by Robert Rogers, holding two.

WESTERN LEADERSHIP

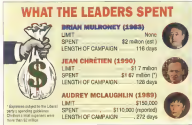
Believed B.C. Liberal Leader Gordon Wilson called a leadership convention, likely to be held this September. When required in Opposition to the Liberal Party, Wilson said, however, that he had an inappropriate relationship with fellow MLA John Tybirk. The couple announced last week that they were to be married and Wilson said that he hoped that speculation about their private lives would end.

BERNARDINO IN COURT

Paul Bernardo, the prime suspect in the sex murders of two southern Ontario women, appeared yesterday in court for a bail hearing as 63 charges, including 16 of sexual assault. The hearing was put over until March 13 to give Bernardo's new lawyer more time to prepare his case. Police claim that Bernardo is the so-called Scarborough rapist, who between 1987 and 1990 terrorized women in that Toronto suburb. They also say that he will face charges in the murders of Leslie Mahoney, 14, and Kristen Peters, 15.

A RALPH ON BREAKFAST

Five women who lived their lives at a July 1992, rally in Waterloo, Ont., were acquitted of indecent exposure (Ontario Court Judge Mike McGowan ruled that "community standards of tolerance") accused women dressed in swimwear in public situations. The rally was held to protest the conviction for indecent exposure of Gena Jacob, who strangled a woman on the streets of Guelph, Ont., during a hot day in 1990.



The power brokers

Parliament puts lobbyists in the spotlight

On the backbench of Harry Nixon's 100-year Ottawa office, a few small incandescent light fixtures are his favorite pastime: electronics. Three glass superweights are embossed with Conservative party logos and the slogan "thank you votes from two prime ministers, Brian Mulroney and Joe Clark, for the work they have done for the successful federal election campaign."

1979, 1984 and 1988

One of the capital's best-known lobbyists, Nixon enjoys impeccable ties to the Conservative government. Still, the 46-year-old Nixon insists that most of the work involved in modern lobbying takes less on connections than on expertise and skill in the areas of public opinion polling, communications and strategic planning. Nevertheless, Nixon acknowledges that he often has to introduce himself to strangers as "a government affairs consultant" rather than a lobbyist.

The reason for that, he says, is in the public distrust of lobbyists. All too often, he adds, a lobbyist is seen as "somebody who can have a secret meeting somewhere in some backroom corner of a restaurant and fix some problem."

Traditionally shadowy players in the world of government, Ottawa's lobbyists have recently stepped into the spotlight—albeit reluctantly. Over the past months, the powerful back-and-forth between figures, who try to help their clients win the hearts and minds of the nation's decision-makers, have been defusing their activities before a televised parliamentary committee. The committee's request, to reveal their near-old legends, gave the activities of lobbyists. But most like sitting on the tight member committee openly acknowledge that the ongoing hearings also serve another purpose: to construct widespread public opinion towards politics by

showing that politicians are trying to create greater openness in government. Said NDP parliamentary member John Rodriguez: "The whole point is to bring this business out of the shadows and into the sunlight and create an aura of transparency so that there can be some confidence rebuilt in the system. The nation is watching. The light has been turned on, and

not by definition does, ethically challenged and greedy." But Nixon's political credentials—during the 1984 and 1988 federal election campaigns, he served as the federal Conservative director of national operations—are among the reasons that critics distrust lobbyists. Many lobbyists, such as Nixon, continue to be active political operators. As such, they have close personal friendships with prime ministers, cabinet ministers and senior civil servants—and, critics say, the power to persuade government ministers for their private-sector clients as well as the ability to influence public policy.

Certainly, there is a lucrative market for successful lobbyists. Sean Moore, editor of *The Lobby Monitor*, an Ottawa lobbying newsletter, estimates that the federal industry bills as much as \$180 million a year. And some MPs say that lobbyists often fulfil an important function. Politicians are heavily aware that the machinery of government has become so vast and complicated that many corporations feel lost without some expert to guide them through its mazes. But some members of the parliamentary committee say that, often when lobbyists appear to take advantage of their personal contacts within government to help their clients in a wealth of ten-penny dollars.

Each year, Ottawa spends \$8 billion on goods and services, ranging from buying paper clips to paying for consulting services—and about \$3 billion of that is awarded at the discretion of the bureaucracy with out bidding wars. The problem, says Royce Pella Holzman, the chairman of the parliamentary committee studying lobbying, is that "if you're a pretty good businessman with a senior bureaucrat making these decisions, maybe you say, 'Look, can you give some business my way?'" Others note that the string of Conservative government scandals after the party came to power in 1984 have only created a lingering public perception that Ottawa is riddled with corruption and at odds with Canadians. Said David Sawendy, president of the National Citizens' Coalition: "They all seem to be acting in their own self-interest, Canadians are left standing around scratching



ISSUE: The future of Canada's airline industry.

LOBBYIST: William Neville, former chief of staff to prime minister Joe Clark, lobbied by Air Canada to select political support for a proposed takeover of Canadian Airlines.



ISSUE: Ottawa's planned \$4.4-billion purchase of 60 ultramodern British EH-101 helicopters.

LOBBYIST: Fred Doucet, a former policy adviser to Prime Minister Brian Mulroney, represents Mantis and Paramex Systems Inc., which will develop computer systems for the EH-101 and effectively act as the project manager.

people want to see the cockroaches run."

Lobbyists insist at such characterizations. Nixon, in particular in Ottawa's Barncroft, Strategic Group, appeared before the committee on Feb. 16 and declared: "We are not crooks, however, whether-deckers, hypocrites or worse. Public servants aren't any less crooked, unscrupulous and unscrupulous. Similarly, lobbyists are

not by definition crooks, ethically challenged and greedy." But Nixon's political credentials—during the 1984 and 1988 federal election campaigns, he served as the federal Conservative director of national operations—are among the reasons that critics distrust lobbyists. Many lobbyists, such as Nixon, continue to be active political operators. As such, they have close personal friendships with prime ministers, cabinet ministers and senior civil servants—and, critics say, the power to persuade government ministers for their private-sector clients as well as the ability to influence public policy.

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their teeth and saying: "Who speaks for me?"

The close ties between some lobbyists and senior government figures have certainly not helped in some recent attempts for the Mulroney government. For one thing, last July the defence minister Marcel Masse announced that his department had signed a contract with Montreal-based Parosys Systems Inc. to purchase 50 new CH-333 helicopters at a total cost of \$4.6 billion—\$1 billion more than a rival bid to end the defence department's troubled helicopter program. Following that announcement, requests began to circulate that Masse's lobbyist was Fred Dancer, a former senior policy adviser to Prime Minister Brian Mulroney from 1984 to 1987. Supply and Services Minister Paul Dick at first denied these reports, but later admitted that Dancer, president of Government Business Consulting Group Inc., indeed represented Parosys. Dick stated that there was nothing wrong with that arrangement. "Mr. Dancer is not a lobbyist for the job," he said, "but he is a lobbyist for Parosys. That is a different thing," he said. That logic, charged Liberal MP Brian Tait, was "redundant and confusing to the intelligence of Canadians." Another prominent Ottawa lobbyist who once worked for the Mulroney government is William Fox, formerly communications director in the Prime Minister's Office.

Critics also charge that lobbyists are exerting influence on public policy—with elected

officials out of the process. A recent example, according to Holzman, involves the passage of Bill C-93, the new federal pharmaceuticals law. That legislation ended Canada's system of allowing generic drug firms to produce cheaper versions of brand-name drugs before the expiry of the original 20-year pat-



ISSUE: New federal legislation, enacted in February, which gives stronger patent protection to brand-name drugs.
LOBBYIST: William Fox, a close friend of Mulroney and former communications director in the Prime Minister's Office, represented pharmaceutical giant Bristol-Myers Squibb, which supported the bill.

ent Ryan Holzman. "That bill came to us because there was obviously a strong lobby. It could well be that the drug manufacturers, together with some businesses, drove up the bill."

That attitude may not be necessarily wrong, Holzman notes, but MPs and the public have a right to know how—and why—a law is born. As a result, the committee on lobbying appears determined to recommend that lobbyists be more strictly regulated. Under the current lobbying law, in effect since 1988, lobbyists need only register their names, at least once the issues they will be working on, and their

immediate clients—even though those clients may be lawyers or other intermediaries representing larger companies or interests. Lobbyists are not required to divulge fees or the names of the government officials they intend to approach. As well, there is only a six-month statute of limitations on not registering.

Among the changes being suggested by one member, Liberal MP Don Boudreau, making lobbyists register their fees and major disbursements as well as the identities of their firms, and forcing them to declare their real clients and the exact nature of their lobbying activities.

Lobbyists object to the potential invasion of their privacy. Says David Macdonald, a Liberal party strategist and Toronto-based North American chairman and chief executive officer of the public public relations and lobbying firm Pitt & Knudsen: "What is it about our firms that needs to be known, as opposed to the fees of lawyers or accountants?" In the end, the lobbyists may find an ally in Conservative and Corporate Affairs Minister Pierre Verner, who has promised the committee that the current law is working well. Real money: "We have to rely on Canadians to be honest. I take it for granted that everyone is honest." In many instances, they may indeed be the cost. The problem facing both politicians and lobbyists is convincing a skeptical public.

NANCE WOOD in Ottawa

A CITY WITH PRESSURES

Government lobbyists in Washington have long suffered from an assembly reputation. As far back as 1938, one U.S. journalist described the lobbying industry as a "seamy, scaly serpent crawling through the corridors" of power. Since then, powerful special interests and their hired lobbyists have aggrandized their grip on American politics, leading to cynicism and apocalyptic knowledge gleaned over the years by working in and around government. Known as the K Street Set because of the thoroughfare where many of their offices are located, the key lobbyists routinely spend millions of dollars around Capitol Hill in a bid to influence legislation. "It's a corrupting way of life," says Ann McBride, senior vice-president of Congress Center, a public inter-

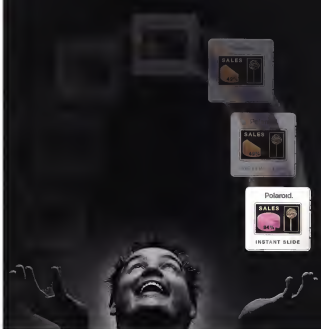
est lobbying group headed by membership dues. "The system is out of control."

President Bill Clinton campaigned so, and has since repeated, promises to break the special interests' and lobbyists' "toxic influence" that, he said, had "poisoned" the political system. "We must begin to make government work for ordinary taxpayers, not simply for organized interest groups," he said at a speech last month. As a first step, the President urged Congress to end the tax deductibility of lobbying expenses and to require that all lobbyists be publicly registered. Currently, only 7,350 of the estimated 80,000 Washington lobbyists are registered under a 1946 law that regulates influence peddling—but which critics say is mired with exceptions.

Congress has responded swiftly. Declaring that existing laws are "an outdated relic of a bygone era," Michigan Senator Carl Levin introduced a bill that would expand lobbyist registration and disclosure requirements. The legislation would cover lawyers

and others who lobby congressional aides and the White House as well as congressional lawmakers. In addition, lobbyists would have to disclose the amounts of money that they spend to influence policymakers. Even the law bill, however, would not require them to report jobs—including, in some cases, oil-company-paid trips to the Super Bowl—which they offer to legislators and their aides. And McBride: "We think that incentives should be banned outright. Until they are banned they should be disclosed." But in spite of Clinton's tough talk on the subject, his own administration makes several reminders of how completely lobbyists have become part of Washington's political machinery. Commerce Secretary Ron Brown recently lobbied to shield all American Express. And Warren Christopher, Clinton's secretary of state, used to represent the Lockheed Corp.

HELENE MACKENZIE in Washington



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STALIN'S GHOST

**BORIS YELTSIN
AND A PUGNACIOUS
PARLIAMENT FIGHT
FOR CONTROL OF
THE LEVERS OF
POWER IN RUSSIA**

Last week's announcement that President Bill Clinton and Boris Yeltsin will meet in Vancouver on April 3 and 4 may lighten the gloom, with the prospect of new Western economic assistance that 40 years after Josef Stalin's death, his ghost is now haunting Moscow's corridors of power—and his brand of authoritarian rule is looming heavily over Russia's fragile experiment with democracy. In the frosty capital where Stalin died on March 5, 1953, famine and intrigue now swirl around Yeltsin, the first freely elected leader in Russia's 1,000-year history. The subject of debate is Yeltsin the last defender of Russian democracy against reactionary forces that would turn back political and economic reform. Or, as he, in fact, just another dictator so willing, ready to make extraordinary concessions to maintain his ruling power? Last week, the president sounded more like the autocrat. When he spoke to a small gathering of supporters on the eve of an imminent showdown with his opponent—a legislature packed with Russian nationalists and former Communist hardliners—most analysts interpreted his speech as a thinly veiled threat "if he was prepared to rule by decree." "If forces that can destroy Russia appear," he said, "extreme steps will have to be taken to save the country, reform and democracy."

Yeltsin later tried to soften his warning by saying that he wanted to reach an agreement on governing with the Congress of People's Deputies, the inconspicuously convened assembly that is the country's highest legislative authority. But he could not resist raising the alarming prospect of civil war should the political deadlock continue. Said Yeltsin: "If we do not agree, Russia will be torn into 50 to 60 pieces and there will be war between these for 1,000 years." At the close of a week marked by more heated than usual rhetorical exchanges—and a blow dealt by top army



Yeltsin will meet with President Bill Clinton in Vancouver April 3.

officials that Yeltsin take faster steps to resolve the country's political crisis—members of the popular Russian parliament voted overwhelmingly in call a session of the 1,944-member congress on March 16. The purpose of that meeting is consider Yeltsin's latest proposals for sharing power.

Still, congress members could reject any settlement between the warring branches of government. It could also cause a scheduled April 13 referendum on power-sharing that Yeltsin wants to hold if the volatile parliament at that event, Yeltsin has said, he would proceed with his own reforms, asking Russians who they think should hold supreme authority—the president or the legislature. But it is doubtful that lawmakers and Russian citizens are interested. Amid the din of populist rhetoric,

there are simple signs that Russians are growing impatient with the political gridlock in Moscow and with Russia's stalled transformation from communism to a free-market economy. Many Russians, in fact, say that the most noticeable effects of Yeltsin's reforms have been galloping inflation and a dramatic rise in crime and corruption.

Indeed, results of a survey conducted by the European Community, released last week, indicated that pessimism about Russia's future has become widespread. For one thing, 75 per cent of 1,000 Russians polled last fall said that they were dissatisfied with the way democracy was developing in their country—and one in three respondents said that they expected to see the re-establishment of communism within a year. The survey also found that 90 per cent of the

Russians polled said that their living standards had fallen—and that only 18 per cent expected to see any improvement in their personal incomes during the coming year. And 80 per cent of the Russians questioned said that life had been better under communism.

After a winter marked by soaring inflation and falling living standards, there is no doubt that life is getting harder for most Russians. The nation could, however, experience a change of course thanks to a surprising combination of substantial economic aid for Russia at the Vancouver summit. If not, the growing gap between stagnant wages and rising prices will likely prompt the resurgence of Russian nationalism calling for a return to political order. That was chillingly clear during a Communist-organized demonstration in Moscow last month, where many of the 20,000 protesters who turned out to call for Yeltsin's resignation also held signs placards bearing Stalin's likeness. Citing many demonstrators, 37-year-old Yelisey Kopylov was too young to have experienced life under Stalin's rule. But Kopylov spoke for many when he explained why he had turned against Yeltsin after voting for him in a Russian-wide presidential election in June, 1991. "Borisina died a tragic death," he said, "the clerk-bred factory worker." "Yeltsin cannot protect order anymore else should—end war."

At the root of the struggle between Yeltsin and the parliament is a Soviet-era contradiction that fails to clearly delineate the powers of the legislative and executive branches of government. But even some of Yeltsin's strongest supporters acknowledge that he has made serious mistakes. Glib Yakusov, an Orthodox priest and radical democrat who is among the howling members of Yeltsin's opponents in the legislature, maintains that the president did not foresee the potential for a conservative revival in the explosive aftermath of a failed right-wing protest August, 1991. Said Yakusov: "He was at the height of his popularity then and could have easily argued that the constitution called for a new assembly and a new constitution." Instead, Yeltsin chose to make hasty decisions, granting legislation who had been elected in Communist-controlled elections in 1990 that they could serve out their five-year terms in what he grudgingly gave special powers.

These powers expired last year, however. And Yeltsin's hardline opponents have scored significant victories since then. At a stormy congress session in December, it refused to confirm Sergei Gorbachev, the architect of Yeltsin's democratic reform program, as prime minister. A wounded Yeltsin had to drop the 37-year-old nominee, replacing him with Viktor Chernomyrdin, an old-guard businessman who easily won congressional approval and who now presides over a cabinet that is still filled with Gorbachev-era reformers.

But in Yakusov and other analysts note, the president and legislature branches represent only two of several power centers in the chaos that characterizes Russian political life. They range from the 50 oblasts, or regions, across Russia that are pressing for greater control

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World Notes

VANCOUVER SUMMIT

President Bill Clinton and Boris Yeltsin announced that they will meet on April 3 and 4 in Vancouver. The announcements followed instructions by Prime Minister Jean Chrétien, in concert with a Chairman of the Joint Chiefs of Staff, to the Russian leader. The summit is intended primarily to bolster Yeltsin and his program of democratic reforms, which has been under constant attack by hardliners in Russia's parliament. It will be the first meeting between the two world leaders.

HELP FROM ABOVE

In an escalation of U.S. participation, American C-130 transport planes are dropping food and medicine to thousands of Muslims trapped in war-torn eastern Bosnia. However, President Bill Clinton also said that the United States and its allies were working to lighten American support for Bosnia. Meanwhile, Russia announced that it will join the airlift this week. And last week, the U.S. Secretary of Defense demanded that Russian Serbians halt a military offensive against the Muslims in Bosnia and called for 50 troops or more to deploy in besieged areas.

GAZA VIOLENCE

Israeli troops opened fire on the Gaza Strip after a Muslim demonstration from the occupied territory ran amok in Tel Aviv, attacking to death two Israelis and wounding eight others. The violence prevented about 50,000 Palestinian pilgrims from going to low-paying jobs in Israel.

TALKING PEACE

In Johannesburg, 35 black and white pastors gathered for a two-day conference aimed at clearing the way for a speedy resumption of full-scale constitutional negotiations. The white-minority government and the African National Congress want a multiracial constitutional conference to be set up by midyear to help govern the country in the run-up to its first all-race election for a constitutional assembly by the beginning of next year.

TERROR, INC.

The U.S. State Department blasted Iran for the world's "most dangerous state sponsor of terrorism" and accused the Iranian intelligence service of being involved in assassinations in Europe and elsewhere and bombings in the Middle East, Europe and Latin America. The Iranian government supports the militant Islamic organization Hezbollah in south Lebanon and has also been accused of providing funds for the radical Hamas group in the Israeli-occupied territories.

THE COST OF DEMOCRACY



over their local economies to 35 so-called autonomous republics within Russia that are also demanding more powers. In fact, two of the republics, the largely Muslim republics of Chechnya in the northwest Caucasus region and Tatarstan, 650 km east of Moscow, want to secede from Russia.

Prime Minister Gerasimov, for one, has clearly criticized such regional separatist impulses—except in Tatarstan, which has obtained greater autonomy in return for support from regional legislators against his opponents in the congress. And a growing rift separates the Russian police chief from Alexander Rutskoy, a former fighter pilot who is Tatarstan's vice-president and frequently one of his harshest critics. Rutskoy is also a key leader of Civic Union, an influential political organization that represents state industry managers and favors a pro-state approach to economic reform.

Tatarstan, in another effort to keep its status, is also making a bid to claim the support of 40 per cent of the congress deputies, addressed a Civic Union meeting in Moscow last week. But the point of any such efforts will be high. Rutskoy, speaking after Yeltsin, urged the government to abandon radical reforms and return to state controls over the economy. That reform revolution drew loud cheers from the 1,000-strong audience. "We must talk not about simply introducing amendments to reform this law already being amended," declared Rutskoy. "We must talk about a complete change of course."



Russian guards at Estonian border: galling indication and a staggering amount of corruption

security services. In the past, the president has sought to persuade top military commanders that their goal of reorganizing and modernizing defense forces is directly linked to the success of his economic reforms. And last week's call by military leaders for former presidential actions appeared to be a step away from the professional neutrality of the armed forces in political affairs.

That, at least, was the anticipation of such Yeltsin opponents as legislator Viktor Tk

with a history of imposed order under strong leaders, Yeltsin has begun articulating his self-appointments—and perhaps preparing the path—to respond Russia's ancient democracy as a whole, in essence, to save it. That is the process that he will lay out for Clinton in Vancouver as he presses his claim for a top role in Western economic and that can make or destroy his country.

MACOLIN GRAY in Moscow

'WE CATCH SMUGGLERS HERE'

Around 8 a.m. each day, Russian border guards in metal riot gear board the overnight train from Moscow to Tallinn, Estonia's capital. From on-the-job experience, the guards have another name for the Estonian city—they call it "Museum." The reason: although it has few metal detectors of its own, the tiny Baltic country of 1.4 million people still stands stout in the world last year in the export of non-ferrous metals. Nickel, copper and other metals from Russia are smuggled out—even on passenger trains—well expected through Tallinn and other Baltic ports without the knowledge or approval of Russian authorities. "We expect to catch smugglers here, it is such a customs activity," said one guard as he

checked the papers of train passengers during an early winter morning stop at the Narva River border crossing. "We just never know what will happen. One night it is a trainload from distant fighter planes. Another time it is spare car parts."

On the Estonian side of the river, Arne Eilola, the deputy director at Estonia's border guards, readily acknowledged his awareness of the Russian accusations for Tallinn. "Smuggling is one of the biggest problems in relations between Russia and Estonia," said Eilola. "We just look at a map that had smuggled \$100,000 worth of metal through the city of Narva." The smugglers, said Eilola, had linked guards on both sides of the border, a frontier guarded by many small, unarmored posts. Antismuggling operations are well publicized, but customs only acknowledge the smuggling extent of corruption in Russia. During a two-month-long operation last summer, Russian authorities seized 5.5 million barrels of oil and 18,700 tons of rare materials

bound for illegal export through the Baltic.

Still, the overall value of the contraband seized during "Operation Tovar," as it was called, came to only \$1.25 million—an amount that Russian officials say is but a small part of a massive illegal outflow. According to Russian Security Ministry estimates, in such an one-third of the 400 million barrels of oil expected by Russia last year probably arrived on world markets by illegal means. Those official figures alone clearly indicate the massive scope of smuggling and other crime in Russia—a stark claim that recently prompted Russian President Boris Yeltsin to describe his country as "a Mafia-great power." Certainly, border guards on Russia's sensitive frontier with the Baltic states will have no difficulty arguing that—unless they choose to yield to an exceptional temptation and, after accepting a bribe, look the other way.

M G in Tallinn

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A prophet of doom

A Texas religious leader unleashes carnage

If David Koresh is right, the end of the world began in a remote Texas hilltop last month 9:50 a.m. on Sunday, Feb. 28. At that moment, two pickup trucks towing horse trailers pulled into the parking lot of a sprawling wood-frame compound 11.5 mi. east of Waco, where Koresh has led a small group of followers in an increasingly hostile series of apocalyptic Christianity since 1984. The vehicles

shot of the seven-million-member Seventh-day Adventist church, before Koresh assumed its leadership. The group's literal interpretation of the Scripture holds that, by following God's law, members will be among a handful of righteous people to be spared from the scriptural holocaust and war that will accompany the imminent end of the world. But, although the sect shares those doctrines with orthodox

as a strong influence in the sect. In 1984, he mounted an unsuccessful challenge to the group's leadership. That initial attempt to oust the sect from George Roden, the son of its previous leader, failed, and Roden forced Koresh to leave the sect's 77-acre Waco compound. Still, Koresh was able to persuade numerous other sect members—by some accounts more than half the group—to join him in a makeshift camp at Palestine, Texas, 124 mi. to the east. But in 1987, threatened by Koresh's growing popularity among sect members, Roden set his mind a grotesque challenge: luring his followers to dig up the corpse of a deceased sect member from the compound's cemetery. Roden proposed a contest: Both sides would try to bring the dead woman to life. The one who succeeded would become leader.

Instead, Koresh and seven followers armed with guns staged a raid on the Branch Davidian compound, as what they later claimed, was an



Federal agents rescue a wounded officer at shootout scene: a humiliating retreat

Seventh-day Adventists, leaders of the larger church have sought to distance themselves from the Branch Davidians. Declared Eric Miller, president of the southwestern conference of the orthodox church-based in Burlington, Texas: "They have defamed our name."

For the charismatic Koresh, the gun battle might easily have seemed to be the unfolding of the scenario exactly as he had predicted. Born in Houston and raised in Dallas by his unnamed Seventh-day Adventist mother, the future cult leader, known as Vernon Howell until he legally changed his name in 1991, was an indifferent student who dropped out of school after Grade 9. Even as a youth, however, he impressed those who knew him with his apparently encyclopedic knowledge of the Bible.

Around 1980, the young man joined the Branch Davidians, quickly establishing himself

attempt to photograph the dead woman to support a campaign to police that Roden was violating a corpse. The confrontation erupted into gunfire, and police charged Koresh and his followers with attempted murder, a charge on which they were later acquitted. Meanwhile, Roden himself was jailed—first for making threats against the judges of the Texas Supreme Court and then on a charge of murdering a man. (Roden died guilty by reason of insanity, he is now confined to a mental hospital in Vernon, Texas.) With his rival sidelined, Koresh assumed control of the sect.

Outsiders say that they found sect members polite, if conservative, in appearance, with women wearing ankle-length dresses and blouses buttoned to the neck. "They were nice enough people, just a little weird," said local stockbroker Chuck Longshore. But within the

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IBM software lab: taking spawning, diversified companies and streamlining their operations

COVER

Where The Jobs Are

It came to us, and officially on Jan. 21, 1993. On that day, after two successive quarters of significant economic growth, Statistics Canada declared that the economic recession, which had strangled Canada since April, 1990, was over. But rather than greening the federal agency's positive announcement with relief, many Canadians bitterly challenged its rose-tinted assessment. Part of the problem, according to Philip Cramer, Statistics Canada's director of current analysis, is that this economic recovery is unlike any in the past. For the first time, the historic tie between productivity growth and job creation has loosened—national unemployment

hasn't rebounded at about 11 per cent despite the fact that companies are reporting increased output, earnings and export levels. As well, while corporate payrolls and autonomous consumer to decrease, spending on other equipment and other capital goods is soaring. "As economies go, these are highly unusual trends," said Cramer. He added, "Unfortunately, when people think of recovery, they think of job and income improvements—that is certainly different."

The recovery cycle is not the only unfamiliar economic development currently confronting Canadians. Indeed, since the start of the recession, there has been a growing number of

preferred—and bewildering—shifts in the economic landscape. According to Lindsay Meredith, a professor of business administration at Simon Fraser University in Burnaby, B.C., the sudden convergence of new technology, global markets and an economic downturn has caused "huge structural changes" so significant as those in the last century during the Industrial Revolution. As the manufacturing base that once defined the North American economy erodes or relocates to lower-cost, less-developed nations, it is being rapidly replaced by a so-called "New Economy," which emphasizes the services sector and knowledge-based industries at the same time that demands a wide

range of different skills from workers. Said Meredith: "The pace of technological change is staggering for most working people—they are struggling for training and for understanding of a whole new economy."

The fundamental changes in the economy are especially disconcerting because highly skilled specialists and workers are increasingly going away to outsource electronic networks and computer software programs. At the same time, the unskilled workers who have continued to rely on jobs in traditional sectors like natural resources and manufacturing are losing in the New Economy where they are being replaced by efficient technology that does not require costly health-care benefits or retirement programs.

As a result, companies and individuals alike are embracing new computer systems that allow them to respond quickly to sudden changes in highly competitive international markets and to keep operating costs in check. But in new technology arenas, it also brings major changes in the way that business is conducted overall. Said John Truman, vice-president of finance and planning for the Montreal-based Royal Bank of Canada:

"Technology has gone from being a tool to being a single big change—a new color in every aspect of operations."

In a growing number of companies, the last-century chain of command, which has long characterized the industrial sector, is clearly going away to a more flexible and responsive team approach to management. Because well-organized, lean, leanistic corporate structures usually take much longer to respond to changes as demand shifts—although the eventual results may be long-lasting and effective—many diversified companies are joining Imperial Oil Ltd. and (as yet) not. As streamlining their operations and changing their management style.

In addition, widespread use of computers has accelerated the transmission and sharing of information, once the exclusive realm of middle management. Said James Mack, business professor at the University of Western Ontario in London: "The formal corporate structure is starting to erode along with the traditional understanding of money." He noted that "corporate power is now diffused by who can accomplish what within certain parameters—not just a fixed pecking order."

While blue- and white-collar workers are

struggling to re-orient themselves in the New Economy, a new category of employee has already emerged. Known as the "gold-collar worker," he is computer literate, but is also skilled at other critical corporate functions such as marketing or finance. Said Eric Grossberg, research director for the New York City-based American Management Association: "Those who can generate the will and effectively blend the skills of technology with operations can write their own ticket." He added, "It's the sign of the good systems—you have to know how the boxes work and you have to apply that to the overall business."

Focus: Such a heightened emphasis on flexibility and co-operation is already starting to erode beyond almost management style. Increasingly, companies are abandoning their attempts at vertical integration, which saw many companies embark on ill-fated ventures to become self-sufficient, and are focusing more narrowly on highly specialized niches. As a result of the acknowledgment that no business can do everything efficiently and effectively alone, there has been a marked explosion in so-called "strategic partnerships" and corporate alliances—even among former competitors. Northern Telecom Ltd., for one, signed a joint venture agreement with Motorola Inc. in 1992 to sell and service cellular telephones.

As Canada's major client-based firms have accumulated to respond to their time-pressure clients' demands for faster service, in debt cards and automatic teller machines, co-operation has been essential. Noted Royal Bank's Treasurer: "There has been a realization on the part of the electrical industry, for example, that the business agrees on a standard—and then competition has to be based on it."

In the global marketplace, countries—like companies—are also paying closer attention to the mutual benefits of co-operation by concluding such agreements as the North American Free Trade Agreement. Even though many analysts say that Mexico is an unequal economic partner for the United States and Canada, the wide-ranging arrangements in that pact appear to be working together. In part, that approach has been dictated by the requirements of doing business in foreign markets, including language, corporate culture, system integration and co-ordination. But for many diversified western firms to make their way in the traditional underdog economies of Canadian business has already become foreign territory.

GEORGE McLELLAND

Business Notes

HEARD HEARINGS

The Canadian Radio-television and Telecommunications Commission reacted to month-long public hearings into the future of Canadian television on Ottawa Jan. 14 by exchanging views. The Friends of Canadian Broadcasting attacked the commission for its "prejudicial and unbalanced" behavior. "For its part, the cable industry, represented by Edward (Ted) Rogers of Rogers Communications, advocated that consumers should protect Canadian culture by encouraging cable TV's battle against U.S. direct-broadcast, so-called dead-air satellites. Rogers was defending the cable industry's request that all Canadian cable subscribers underwrite the \$7-million cost of converting cable to a 300-channel, two-way system by charging subscribers extra on their monthly bills.

INSURANCE DOWNGRADES

New York City-based Moody's Investors Service downgraded its rating for London Life Insurance Co. of Toronto, citing high-risk loans at Canadian commercial and estate and problems up the corporate ladder in the Edgewater-Heenan group, which controls London Life. Moody's also announced a similar but separate downgrade for Winnipeg-based Great-West Life Assurance Co.

CIBC EARNINGS DROP

The Canadian Imperial Bank of Commerce of Toronto, the heaviest hit of the major Canadian chartered banks last year, reported lower first-quarter earnings for 1993. The country's second-largest bank reported that net income for the three months ended Jan. 31 was \$149 million, down from \$221 million in the same period of 1992. The bank said that a major factor in the decline was an increase in first-quarter provisions for loan losses. Nonperforming loans in the first quarter increased by \$45 million to \$513 billion.

NATIONAID DISCOUNTED

Charter airline Northwest of Montreal has been forced to drop its bargain Montreal-Toronto flights. The equipment of \$66 one-way fares began on Oct. 1, with sales well below those on the general market. The airline was making profits on the flights, while Canadian Airlines International and Air Canada both slashed the fares. The federal Bureau of Competition Policy is investigating Northwest's discounting the major airlines tried to reduce it, but failed. Montreal's Air Canada-based charter airline, Desjardins Airlines Inc., said it will "indicate" the two major carriers on several routes.



JOHN T. MERITT, Royal Bank of Canada

"Technology has gone from being a tool to being an engine for change"

THERE ARE LOTS OF JOBS

SKILLED WORKERS ARE IN DEMAND

Compared with large Canadian companies that produce steel, lumber and oil, Harold Myer's small Montreal-based biotechnology company has a few people indeed—just 20 employees. Myer, a 44-year-old electrical engineer who also holds a PhD in experimental physics, is co-owner of Thought Technology Ltd., which makes small portable electronic monitors to measure electrical impulses in the human body. Some of those devices help partially paralyzed patients identify and develop muscles that are still functioning. Myer's secret: lots of money to help adult patients control urinary incontinence, sleep those that he calls "deeper improvement." "So far, that is not a huge industry. But while large corporations in traditional sectors of the Canadian economy have laid off tens of thousands of workers in the 1990s, Myer's firm and hundreds of other small, specialized companies have been hiring. Myer himself had signed several young computer programmers during the past three years, starting at salaries of \$35,000 a year or more, to write software for his company's devices. Declared Myer: "There are lots of jobs for those people."

Myer and his small staff are on the leading edge of one of the fastest-growing sectors in

Canada, and less-educated workers who provide basic services to them will seldom be unemployed, the implications are clear. Says Wayne Roth, director of labor-market outlook for Employment and Immigration Canada: "The days when you could have minimal skills and still hold down a good wage are gone."

Both government and private employment forecasts after the impact of the underlying economic changes that are driving the shift in labor demand. A study, which Employment and Immigration Canada published last year, forecasts the growth in employment during the 1990s for a representative cross-section of 25 occupations. Topping the list were regulatory technicians and computer-systems analysts. Among the occupations at the bottom of the list, in which the study predicted employment would shrink, were assembly-line jobs in food-canning and textile factories.

Recovery: Thousands of other jobs in the resource and manufacturing sectors will also disappear even if there is a strong recovery. Traditionally, companies in those areas have added to their workforces as recoveries have come. But that is not always true. One reason is that because of technological innovations, they can increase production and reduce their payrolls at the same time. In the steel industry, for



Working at McDonald's? More of the labor force in service occupations.

ment and contracting out the work of entire departments. Taking Johns, director of Canadian operations for Manpower Temporary Services, says that one of the fastest-growing segments of her firm's business is providing complete accounting and other services for clients, rather than just the old temporary employment.

Just how easy it will be for displaced workers and other job seekers to retrain, and find new jobs is the subject of heated debate. Paula Beck, a Toronto macro-economist and lead author of *Shedding Gears: Training in the New Economy*, speaks often about what she calls "the 17% solution"—a basic personal computer skills course as a community college.

She added: "There are plenty of other jobs in the New Economy even if you aren't a computer programmer. Those companies have someone at the reception desk or on the loading dock."

The federal government is also re-examining its job-training policies to cope with the New Economy. Last December, Employment and Immigration Minister Bernard Valente announced \$250 million over five years to form job labor and management bodies at 50 industries—covering the entire economic spectrum—where such access skills improvements in those industries. The finance department, in turn, is designing tax incentives to encourage companies to spend more on training.

Union leaders and other experts, however,



argue that it is extremely difficult to retrain many workers, particularly laid-off assembly-line employees with little formal education. Kevin Hayes, senior economist with the Canadian Labor Congress in Ottawa, and that, without a national industrial strategy, many of those workers will be left to find for themselves a barely competitive job market. But Hayes, "The odds that we're all going to be involved in the high-value-added service economy just won't go higher." Instead, Hayes claims that a growing proportion of the labor



force will drift into so-called McJobs. Steve McDonald is a small service occupations. Experts say that the best way for individuals to provide their chances of finding well-paying jobs is to continuously upgrade their qualifications. Employment and Immigration Canada's Roth said that Canadians now entering the labor force will likely change jobs five to seven times during their working years, compared with two or three for their parents. That, he said, makes it important for students to acquire skills that can be used in a variety of jobs.



Even highly educated Canadians who have well-paid jobs in large corporations are under pressure to learn new work methods. IBM Canada Ltd. has cut 2,800 jobs from its payroll over the past two years and it is reorganizing the 10,000 that remain as part of a global shakeup by its troubled U.S.-based parent. Anita Ross, IBM Canada's vice-president of human resources, said that one key initiative is "de-layering." She says that, on average, the company has lost nine administrative levels in individual departments. Now, the average is close to five. Management jobs are scarce in the flattened structure. But Ross added: "Success in no longer attached to a management title. It's being a highly skilled employee."

Training: In one Canada's software laboratory in the Toronto suburb of Don Mills, managers have imposed short-quarters on the 1,500 employees in its small teams, each focused on a single project. Alan Claus, 45, a mathematician and manager of team effectiveness in the laboratory, says that IBM has learned some lessons from its smaller—and often smaller—units. "In the old days, so long as your piece was OK, you didn't much care about how the whole project fit together," Claus said. "Now, everyone is focused on the same goal."

The jobs of many sales representatives are also changing. The company is doing away with large sales offices and encouraging employees to work at home or from clients' premises instead. Neil Krupp, a 32-year-old marketing representative based in Pickering, Ont., just east of Toronto, said that he likes those arrangements even though "you can feel a little disconnected from the company sometimes." But he added: "It's sort of the norm now."

Indeed, alternatives faded first constant changes in a brightening economic prospect, it is the only certainty in the New Economy.

JOBEN DAILY



ANITA ROSS, IBM Canada Ltd.

"Success is no longer attached just to a management title. It's being a highly skilled employee."

Most at risk are middle managers and well-paid, low-skilled assembly-line workers. And as those jobs disappear, many forecasters predict that the income gap between highly paid, highly skilled employees in such leading-edge sectors as computers and telecommunications, and less-educated workers who provide basic services to them will widen. The implications are clear. Says Wayne Roth, director of labor-market outlook for Employment and Immigration Canada: "The days when you could have minimal skills and still hold down a good wage are gone."

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RETRAINING FOR A RADICAL CHANGE

Lloyd Hutchinson is just 30 years old, but he has already spent more than a decade in Canada's troubled steel industry and is retraining for a completely different job. In January, 1991, Hutchinson, a mechanical maintenance technician, was one of 68 workers laid off by troubled Algoma Steel Corp. of Sault Ste. Marie, Ont. Compared with many of the other 10,000 Canadian steel industry employees laid off during the past decade, Hutchinson's qualifications were high: a recognized college certificate in mechanical technology, 10 years of experience, which earned him two young children, concluded that he should be getting another sector job in the industry—or any manufacturing company—was negligible.

Instead, he enrolled in a Bachelor of Business Administration course at the

University of Regina, Saskatchewan, and a retraining program administered by the Canadian Steel Trade and Employment Council, a union-management body. With the future of the industry looking bleak, the program encourages displaced workers to consider radical career changes. "We're going, so something different," said Hutchinson. "You may end up meeting people like that are not of work."

The council launched its program in 1986 with \$25 million in funding from Ottawa, and received another \$17.5 million last year. The program pays the cost of books and tuition for displaced steelworkers in approved retraining courses—everything from basic literacy to computer studies—and allows them to collect unemployment insurance while they are studying. Local union leaders and managers advise who will join the retraining program. Frank Hall, the council's associate director of employment and adjustment, more than 8,000 laid-off steelworkers have enrolled in programs so far. He added that about two-thirds of the graduates have new jobs—everything from

all kinds to computer technicians.

That success rate is 56 per cent higher than the rate after other federal retraining programs. But says that those programs often fail because they require workers for jobs that are similar to the ones they have lost. By contrast, the council's program focuses on workers to search for jobs outside the steel industry and acquire a broad range of skills. Hutchinson, for one, says that while he finished his degree last April, he will be qualified for jobs in marketing, finance or personnel management.

But despite the council's success rate so far, Hall warns that it will likely decline. Steel companies lay off by the thousands, and for the most part, the older workers laid off in recent months have less education than those who were laid off in earlier years. These older workers will find it much harder than Lloyd Hutchinson to set off on a new direction.

CHAIRMAN FRANK

NEW BRUNSWICK IS RUN LIKE A BUSINESS

Ross was still a few minutes away as the 13 students sat jostling over their work at wooden tables in the Frederick classroom. At a glance, the scene could have been from a 19th-century classroom, except for the fact that several of the students were in their 30s and 40s. "I was nervous at first," declared Kim Truong, 36, a single mother of two, who had left school after Grade 8. Like the others in the room, she had been out of school for more than a decade. She had just finished North Washington Woods, an intensive \$177-cost program where Premier Focus McKenna's Liberal government began experimenting in May 1996 with sitting at home and attending school by video. The students spend five days studying English, mathematics and science, not leaving the skills to help her find a well-paying job. "It is like going to second class with your little sister," added Rosemary Hall, 40, who had been out of school for 10 years. The program is long-term. In fact, the classroom exercises a rotating talent pool throughout the year. Truong—one who McKenna told his ministers say that they hope will finally change the tiny, underpopulated province's atti-

It is a revolution on the march. McKeon's bannermen, faculty contract negotiators, agree he was low profile in the business community and from all stripes of politics—as well as frequent contributor to *The Atlantic*. Bill Clinton, who met him at the University of Illinois, says that, despite the fact that he is small, delicate and quiet when he was governor of Arkansas, When McKeon became governor more than five years ago, he inherited an unimpeachable economy with an unadorned, untroubled workforce. The plan to improve that situation by diversifying the economy and by restoring sweeping education and welfare reforms. Declared Donald Stier, professor of public administration at the University of Wisconsin, "When McKeon came along, what it is possible for a premier to manage a province from the bottom up."

McKenzie, in many respects, is a new type of provincial leader. Well versed in the theories of Massachusetts Institute of Technology economist Lester Thurow, and Harvard University business guru Michael Porter, he describes

McKenna selling the province to computer manufacturers: 'the world has changed'

himself as "the chief executive officer of New Brunswick." And his carefully focused, strategically determined approach to governing reflects the latest business management techniques. "The first imperative is to recognize that the world has changed and the old ways of doing business no longer work," the veteran, 45-year-old premier told *Maclean's* recently.

Kreuz: "To make a dramatic improvement in the quality of life in our province, we really had no other choice."

Transformation: The transformation has certainly not been immediate. New Brunswick's unemployment rate stood at 12.1 per cent in January compared with a national unemployment rate of 11 per cent. Last week, the Conference Board of Canada predicted that the economy of New Brunswick, and other Atlantic provinces, would grow by 2.6 per cent in 1993, lagging behind the national average of 3.5 per cent.

All the same, there are signs that McKenna's approach is paying off. Last year alone, 1,800 new jobs were created in New Brunswick—the second-highest rate of employment growth in the country. And even bigger changes, which is below the surface, reflect McKenna's thrust. As jobs disappear in traditional industries—such as forestry, mining and fishing, New Brunswick is broadening its economic base by attracting new types of businesses, which will be able to compete in the

distance telephone centre in Edinburgh
N.B. contact details

New Brunswick's bilingual workforce and lower property costs are prime attractions for newcomers, especially those who are concerned about the diminishing quality of life in larger Canadian cities. Another advantage the province has is its recently modernized telecommunications infrastructure, which gives New Brunswick companies some of the lowest long-distance telephone costs in the North American continent and which has helped make the province a burgeoning telecommunity.

Clearly, however, much of the attraction is the provincial government of New Brunswick itself. The fiscally conservative minority in which it runs the province's finances—a manageable \$300-million operating deficit in 1992—and McKenna's own aggressive, nononsense approach to doing business have both won vocal adherents in the business sector. "We were impressed that they were running New Brunswick like a business," declares Ronald Halford, a spokesman for COMCO, which decided to put its first Canadian branch plant in Moncton after scouting for locations in several other provinces.

Effective: An even bigger factor, perhaps, has been the persistent sales efforts made by the province's economic development team—and by McKenna himself. "If you're going to sell your product," he said, "the chief executive officer has to sell it along with the rest of the team." McKenna has proven himself to be his province's most effective politician. His picture regularly appears in newspapers

technology-oriented, so-called New Economy. Since September, 1991, 50 new companies have moved to New Brunswick and created, so the statistics, 3,321 jobs.

the 'knows' and the 'know-nots,'" he said. "In that new world order, success will be determined by the human capital."

On their front, he has reason to be concerned: the province is facing a potential literacy crisis that, defined by the number of adults with less than a Grade 9 education, is 23.9 per cent compared with a national rate of 17.3 per cent. Norel Luss, Ontario president of New Brunswick Telephone Co., "These days, whether you are a typist or you operate a bookline, you need a certain amount of education." The province is acting aggressively to change the situation: New Brunswick schools have started placing more emphasis on such academic basics as reading, writing, arithmetic and science. Meanwhile, the province's universities, selecting media programs aimed at keeping students in school, have made New Brunswick's 14.4 per-cent dropout rate the lowest in the country.

McKenna says that he wants to do more—particularly for New Brunswickers who have already left the classroom. The government's commitment on that front is underscored by New Brunswick Works, the program designed to break the seemingly endless cycle of welfare.

in the province. The program, which is funded by money that has been allocated from welfare, unemployment insurance and other sources, offers long-term welfare recipients the chance to get back to work under a three-year program of paid work, education and training at specially set-up schools.

"The most of us," said Scott Hansen, 36, a former welder who had been on disability for a year, "are getting \$700 a month on welfare when we entered the program. This is a lot about at improving our lives." When his training is completed, Hansen says that he hopes to be a truck driver.

For others, the government programs offer a path to a new sense of self-worth. Ruth Peterson, 39, is a single parent who lives in Frederick with her two children.

Growing up in a family of 18, she had to leave school in Grade 7 to help out at home after her father died. Now, Peterson spends each weekday afternoon teaching reading skills at one of the 180 Community Academic Services Program literacy centers in the province, as part of a \$1.7-million campaign to upgrade adult literacy. "I always felt that I was stupid," she said. "This has made me a different person and given me a sense that I am getting something out of life." For McKenna, who has similar goals for the whole province, those are welcome words indeed.

JOHN McNEIGHT and STEVEN LACHMANN
Producers



COVER

SOFTWARE BOOM

HELP WANTED—FOR SOME JOBS

Like easy first-generation computer software entrepreneurs, David Reblak, president of Chaucery Software Ltd. of Vancouver, stumbled into the business almost by accident. Reblak, who spent the first four summers working in Canada in 1976, was writing a new course after he said his share of the Swedish matter in 1981. Because of his father's interest in the stock market, Reblak and a business partner began developing a computerized trading system. "That is the thing got more complex, I got very expensive to develop," said Reblak, "so we decided that we could take the technical-analysis component and sell it."

Reblak soon found a corporate buyer for the program—and, suddenly, he was in the software business. Then, in 1983, two high-school students asked him to work on a program they had developed for schools. Now, 5,000 schools in Canada and the United States use Chaucery software to help keep track of attendance, insert cards and other records. "I like the people in software," said Reblak, 45. "They have a lot of energy." Software, the brains of the computer, is at the heart of the information technology revolution that is sweeping the global economy. Software runs everything from pacifi-

cated electronic devices to customer help-out machines to air-traffic control systems. So, it will be inevitably embedded in almost every household device. In Canada, more than 100,000 people already work in the software industry, and its future prospects are bright. But, almost every software company in the



KENNETH COPELAND
Digital Equipment Corp.

'Canada has a natural aptitude for information technology'

country has job openings that it cannot fill. Unless current education and industry growth trends change, software executives say that the shortage of skilled workers will soon worsen. "Our biggest problem is, and will continue to be, finding and keeping good people," said Elliot Wasserman, president of Proton Systems Corp. of Toronto, which makes software that manufacturers use to

Reblak: stumbled into software

follow their products through every step of the manufacturing process. He added: "The average 100 annual hire is about three years more experienced. Assets like that are not easy to find."

With an estimated 20,000 software companies already operating in Canada, the country has a solid foundation on which to build a 21st-century industry. That foundation gives some industry executives cause for optimism. "Canada has a natural aptitude for information technology," said Kenneth Copeland, chief executive officer of the Canadian subsidiary of U.S. computer giant Digital Equipment Corp. in Toronto. "While we focus and go after a specialization in niche markets, we have been very successful." But other executives say that Canada should bolster its strengths. Already, some so-called blue-collar programming jobs have been moving offshore.

The Canadian software sector is still a young industry: the first generation of computers appeared in the mid-1940s. Ottawa-based Bell Northern Research Ltd. (BNR), a 35-year-old telecommunications company with 8,500 employees worldwide, is one of the largest and oldest software developers in Canada. BNR spends \$2 billion on research and development annually, more than any other Canadian organization. Analysts say that spending is one of the main reasons that Northern Telecom Ltd., which owns 70 per cent of BNR, is a global leader in the software-driven telecommunications industry.

The country's education system gets much of the credit for the industry's success, so far. The University of Waterloo in Ontario is one of the leading computer-science universities in the world. Major software manufacturers including IBM Corp. and Microsoft Corp. the

world's largest software developer, map up Waterloo graduates. Microsoft hired more than 100 Waterloo students that year after single summer internships. Microsoft Canada has a general manager, Frank Clegg, is a Waterloo resident.

Clegg's career is a textbook example of why educators are urging students to spend more time in math and science classes. Clegg, now 36, graduated from Waterloo in 1977 with a mathematics degree, specializing in the abstract disciplines of combinatorics and optimization—methods to manage and maximize efficiency—rather than computer science. Despite his highly technical training, most of his career has been spent as a marketer. First with IBM Canada Ltd. and then with Microsoft.

In most traditional industries, business-school graduates fill most marketing jobs. But in the software sector, Clegg says, that some technical expertise is essential for all employees. Indeed, Clegg said that he is unlikely to hire anyone, even for support positions, unless they show aptitude in technology. "I tell students to keep their options open and use at least a few math and science courses," said Clegg. "They don't all have to have doctorates in math, but if they have gone through high school and university without demonstrating any interest in math or science, I would wonder if they really could be."

The trend for now, he highly skilled employees is one of the reasons that software executives say that Canada should not take its past high-tech successes for granted. Canadian students consistently rank lower than many other countries in math and science skills. Last year, the Second International Assessment of Educational Progress report ranked Canadian 13-year-olds sixth—about 30 per

centage points behind South Korea and Taiwan. "Canada is not doing as well as we've been—we just haven't recognized it yet," said David Thomas, a former Carleton University professor who founded Object Technology International Inc., a successful copyright-protected software company with offices in Ottawa, Quebec, and San Jose, California. He added: "We have lots of very bright people, but we are not teaching them the things that are important."

Others: Already, some software jobs have begun moving offshore. Last fall, Bell Northern signed a \$3-million contract to have low-tech software programming done in India. The company moved the work off shore to take advantage of India's lower costs and because of a shortage of skilled programmers in Canada. But Thomas' "Object Technology" is worried about these fears to undermine it. It won't be long before computers are looking to places like India where they can get PhDs who work for \$10,000 a year.

As well, many industry executives are alarmed that high costs and other protectionist policies may hinder software manufacturers in Canada. Unlike traditional manufacturers, software companies are highly mobile and are not tied to any particular location by major investments in work space, equipment or natural resources.

Reblak of Chaucery in Vancouver, for one, says that Canada should take a more confident stance in developing software, it is a costly place

to manufacture it. Ottawa's investment tax credit provides a cash credit of 15 per cent on a software company's capital expenditures. But when that company is up and selling, Reblak says that Canada is at a less desirable location because of the higher costs. "If I moved this company across the border to Seattle, I would immediately save \$200,000 a year," said Reblak, who added that he has done a calculation of cost savings on such high expense items as air travel, telephone costs and shipping. However, he says that he is staying for now because, "Vancouver is safe, clean and quiet."

But there are the fact of cooperative issues that governments have to work constantly if Canada hopes to retain a software industry that will drive in the information age. "In the old economy, if you had information, you had something of value," said Gary MacFarlane of the information technology consulting company, Greenfield Progress Inc. of Toronto. "In the new model it's not whether you have access to the information—everyone will—what you do with it that will make the difference."

The analogy for the Canadian software industry is that a well-educated workforce and established software companies alone will not guarantee a strong future. The key factor that will separate the leading nations in the information age from the rest of the pack will be what countries do with these basic resources to ensure maximum profits and jobs.

ROSEMARY DALLAGRA



Velman, computer developer

or users to sort through and retrieve the massive amounts of information.

In his cramped office in an old coach house on the grounds of the University of Toronto, Velman said a group of low-paid assistants and young volunteers has built a complex, multilevel computer search system that chronicles the potential of his grand vision. By clicking a computer mouse, he can instantly moving around one of Velman's paintings, in three dimensions.

Velman says that computers will revolutionize the language process. "Computers are more than a paper tool," he says. "They are transforming the very nature of what is being said and what is added." One can only have as much as one can handle, and what one can handle depends on the cases one has at hand. It is that way the shifts from oral culture where knowledge was accumulated, to scribbled (written) culture where knowledge was handwritten, to printed

culture where knowledge was contained in books, were such important events in the history of civilization." But Velman's most immediate problem was how to do with so much information. He was trying to save funds to keep working on the project until both his software and the computer industry's hardware have matured when the work has immediate commercial value. "Canada is the ideal location to do this work," said Velman. "Because of our multicultural heritage, we have a flexible way of looking at things. And we have the technology skills." Meanwhile, Velman is continuing the tradition of his ancestors like Leonardo—in trying to create things that others have not yet even imagined.

R.D.

VENTURING CAPITAL

FUNDING TECHNOLOGY IS A CHALLENGE

It is its first 30 years, Biotest Inc., a biotechnology company, has had some notable successes. According to patents filed in Canada and the United States, Biotest is the first company in the world to develop insulin genetically engineered without a cow. Now, Stephen Harris, Biotest's president and chief financial officer, says that he is ready to take the company to the next stage in its development. But that will be costly and as a result, Harris is now living out of the major dilemma companies facing many executives of such size: how to raise money when your principal asset is an idea or invention and not something tangible like land or machinery.

There is widespread agreement in business, financial and government circles that addressing the problem of funding new, high technology companies is critical to Canada's future prosperity. Most economists say that it will take billions of dollars to help drive the Canadian economy from its traditional reliance on equipment-intensive, natural resource and manufacturing industries to the less visible service- and knowledge-based sectors of the New Economy. There is, however, little consensus on how to pay for the transition. While many high tech entrepreneurs say that the major financial obstacles are no access and lack the technical understanding to lead the way, sponsors for the financial community say that entrepreneurs must have more than a good idea or a new technology; they must also have a sound business and marketing plan.

Consensus: One of the principal concerns New Economy executives is that they cannot afford to wait for Canadian financiers to learn enough about high technology to appreciate its potential. "You don't put money into things you don't understand," said Norman Francis, president of Vancouver-based Edmantham-based Venture Capital Alberta Ltd., "until you get problem is that the venture-capital community is still small. Canadian, domestic venture-capital firms have about \$700 million available to invest in 1993 and Venture is one of the largest, with \$175 million, according to Martin Anshel-

two firms that specialize in high-tech investment. In fact, Francis said that he did not bother to approach Canadian investors because "it didn't feel I could afford the time to educate them and we needed a partner who knew the technology market."

Despite the criticism of entrepreneurs like Francis, however, there is a segment of the Canadian investment business that special-

problem is that only 20 per cent of Canadian venture capital is invested in high-technology firms, compared with 45 per cent in the United States.

Interestingly, however, established financial institutions are examining how they can participate more in this emerging market for capital. According to Peter Munroe, president and chief executive officer of Toronto-based Canada Trust Co., "Everyone is struggling with how to finance ideas and innovations instead of assets." Munroe, who is also the chairman of the Ontario Premier's Council, Task Force on an Innovation-based Society, added, "We cannot structure the economy without some pools of capital."

Equity: At the same time, federal and provincial governments are also looking for ways to create a more favorable investment climate in Canada. In his last budget last December, Finance Minister David Manulog introduced a package to help small businesses expand and attract financing by allowing to increase the ceiling for loan guarantees for small businesses, other changes in the Small Business Loan Act will make it easier for companies to borrow money for working capital, and not just fixed assets in equipment.

In keeping with the spirit of the New Economy, companies and universities are taking independent action to ensure that new technology is funded and developed. When research groups develop commercial potential, many universities create separate companies to take the technology to market. And in Ontario, under the Technology Triangle

Business Community Program, local businesses in the Greater and Kitchener area are asking Ontario to pass legislation establishing so-called registered companies investment funds. These funds would provide tax credits for investors similar to those available from registered retirement savings plans, only the funds would invest specifically in technology. If such initiatives by Canadian entrepreneurs are successful, other knowledge-based industries may get to the same enviable position as Biotest—by 30 years sooner.



Bay Street: looking for ways to fund new ideas

BUSINESS WATCH



How Brian Mulroney planned his exit

BY PETER C. NEWMAN

The day after he announced his resignation, Brian Mulroney found himself in a room with one of those thick Tupperware plates with a low built-in, a deep water and nothing much in between. "Someone has reached us," intoned the announcer, "that when you retire, you've been offered a job doing American Express campaigns in the U.S. How do you react to that?" Without missing a beat, Mulroney held up his right hand in a "I'd like a credit card or, I looked straight into the camera lens and answered "Don't leave home without it."

It was a small moment in a momentous week, but the ease of Mulroney's answer and his ability to turn such a joke was typical of the grace of his exit. He left office on such good terms, because, even if he has become the most controversial PM of this century, he knows it was because he so seldom backed off from choosing the politically risky option. Whether it was free trade with the United States or adoption of the hated GST, he remained convinced there were no better alternatives to what had to be done.

Though the date of his last-minute exit was postponed four times, his plan to hand over the country's top job publicly as a last-minute campaign on the weekend of June 11 gives the party the best possible chance to persevere in mandate. Unlike Prime Trudeau, who left the Liberal helm of faith or opposition after his walk in the February, 1984, election, Mulroney brought the Progressive Conservatives a majority win. The PC party opposition has no outstanding debt and finished last year \$3.6 billion in the black, not including \$4 million in cash reserves and a \$50-million bank credit line—none that might be wiped the next campaign.

Mulroney came to office six years ago at age 43, younger than Bill Clinton is now, and has since spent his energies in a sequence of controversial causes, finally relinquishing Canada in the process. Whatever history's verdict on the Mulroney legislative record

By leaving when he did, he tried to take the poison out of the system. He deliberately focused most of the bad news on himself.

turns out to be, there will be little doubt about his loyalty to the Conservative cause. The young Mulroney—who retained political clarity during the Charbonneau years, when the party's struggle to destroy its leader became the country's leading black spot—determined early on that he would never become the object of such a process. Unlike some of his predecessors, he does not wear leader of the country's top job publicly as a last-minute campaign on the weekend of June 11 gives the party the best possible chance to persevere in mandate. Unlike Prime Trudeau, who left the Liberal helm of faith or opposition after his walk in the February, 1984, election, Mulroney brought the Progressive Conservatives a majority win. The PC party opposition has no outstanding debt and finished last year \$3.6 billion in the black, not including \$4 million in cash reserves and a \$50-million bank credit line—none that might be wiped the next campaign.

In a piousness say Mulroney's planning for his departure flowed from his pragmatism, which saw his personal approval rating collapse the media storm. By leaving when he did, he tried to take the poison out of the system with him. Over the past two years, everyone he made his private decisions not to try for a third term, he has deliberately attempted to focus most of the bad news and government criticism on himself.

It had been Mulroney's original intention to leave office in the fall of 1990, right after the expected approval of the Meech Lake accord. That, of course, didn't happen, and his plans changed when his friend Lowell

Murray, the senator who had headed the federal negotiating team during Meech, warned that, if he went, so many Quebec Tories might defect that "the disintegration of the government was an awful, but could be hours away."

There followed the Oka crisis, the Gulf War, the stormy passage of the GST legislation through the Senate, the beginning of the recession and the establishment of the Belanger Commission. Convinced in Quebec, which reorganized an almost unworkable referendum on sovereignty. Having survived this succession of crises, the Tory leader became determined to be gone by the fall of 1990. That exit route was viable by the referendum that followed the unexpected agreement on the Charlottetown accord—on Dec. 31, then because Mulroney's open two-decade rule.

Two factors interested. The Prime Minister realized that he couldn't request a Charter's amendment to the first voting age, high level of government at the New White House and army on a large deal. Even more important, was the old news about Quebec Premier Robert Bourassa's deteriorating health, which caused Mulroney both to drive for his friend and opponent has resigned one last time. By the end of January and early February, everything else seemed to fall into place. And there was an unexpected bonus. Clyde Wells, the Newfoundland premier who remains Mulroney's closest friend, asked a personal letter praising the Prime Minister. "I am not sure if any Prime Minister in the 45 years that Newfoundland has been a province of Canada who has given a stronger commitment to the economic needs of Newfoundland and Labrador," Wells wrote. "What that, I expect to you say almost appreciation."

Best of all, on Jan. 28, at the University of Ottawa, Jean Charest delivered the first of two major policy addresses, outlining the plan that Mulroney laid before him into the Liberal leadership for the next election. The first address was a surprise, and it was a Mulroney departure could prompt the Liberal caucus to support their preferred leader.

Whatever else happened, Mulroney was determined through the departure process to leave on his successor a functioning party that will at least have a few votes in the House on 31 August 1991, as opposed to the Conservative leaders' poor historical record at Stornoway, the Opposition leader's loss program resistance.

Despite his many accomplishments, Brian Mulroney leaves behind a record of mixed success. Part of the problem was the man—he tried too hard to align himself with a country that had turned its back on all political leaders. Canadians had become disoriented not only to swap the status quo, but to swap leadership as those they perceived to be tag-along.

As the British philosopher mathematician Bertrand Russell once wisely observed, "Democracy is the process by which people choose the man who'll get the blame."

PEOPLE

A WELCOME RETURN

Hockey fans in the City of Brotherly Love are known for making opponents feel unwelcome. But last week of the Philadelphia Spectator, 17,000 Flyers supporters wildly cheered a rival team member, the object of the 90-second on-ice Pittsburgh Penguin Marc Leminas, who returned to the ice after a 22-game absence during which he received treatment for Hodgkin's disease, a form of cancer. His team lost 2-4, but Leminas, 27, scored a goal and on coach Delorme the three-time win scoring leader, who says that he is confident his condition is in remission: "Hopefully, I am get back on top of my game and get ready for the playoffs."



Leminas, cycling the playoffs



Playing with fire

In *My Story: The Darkness of Fire: Her Father and Me*, 34-year-old Lesley Player offers to some insights into her father with Palmer Chandler, 43-year-old go-to manager, Mr. Ron Ferguson. As well, the book tells of her relationship with her ex-husband Steven Wyatt—long rumored to be a lover of Ferguson's daughter Sarah, the first lady of York. Player contends that when newspaper reporters laced out about her affair with Ferguson and accused her of lying Sarah—snatching from her discovery of Wyatt's fling with her friend—refused to help her "I was labelled a bitch, a liar and a cheat." Player told Maclean's recently, "I had to come out and say my own piece."

Player: intimate insights

Miss Winnipeg

At 23, Ms. Anne Dineen has authored a career book through, winning the title role in the Canadian production of the musical *Miss Saigon*, a revival of *Veronica* that was running out to open in Toronto in May. But her daughter clearly remains close to the Winnipeg home she shares with her parents and four sisters. "Winnipeg is great," said the 5'10-inch-tall singer, who has lived in Canada her entire years. "They say there is more attitude in other cities, but I don't mind because I don't go out much anyway." Asked what she does do in her spare time, Dineen smiled in the chair (she, she smiled) "Clean the house."



Dineen: a clean house, a coveted role

LIFE WITH DIETRICH

"I got to the point where I want to say, 'Come on, wake up,'" said Maria Riva of the continuing fascination with her mother, Marlene Dietrich, who died last year at 90. "We're talking about a movie about—we're not talking about Mother Teresa." That distinction is clear as Marlene Dietrich, Riva's full all account of Dietrich's epitome, her many loves (both male and female) and her creativity towards those around her, including her daughter. "Now, I pity her," said Riva, who calls her mother "Dietrich." She added that her book is in part an examination of the star's attitude that victimized her mother. "It's not real, everyone gaslighting wherever you go," said Riva, 68. "It's not just movie stars. Holes are made that way, too. It's very dangerous not to accept it."

A refined taste for the outrageous

The writer probably should have known better. At a posh Toronto restaurant last week, he asked Penn Jillette, half of the country-music duo Penn & Teller, if he would like a cocktail before lunch. Jillette smiled his shrewd smile and loudly

replied: "Could I get a pipe of crack, please?" That in-your-face humor (Jillette is currently against drug use) is typical of New York City-based Penn & Teller's stage and TV act—and of how to play with Tony Food, their new guide to offbeat partying from "His Bottoms Master's Bedroom" to "Nailing a



Jillette (left), Teller, shock

Pink in Your Eye." For his part, the well-known Teller (who was the first named) displayed the shock content of their humor. "We're not the audience's enemy," he said. "You want to be safely strapped into the roller coaster." And in any event, Jillette added, people might think he is outrageous. "It's like Mike Tyson hitting people—maybe that's a bad example."

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TOURISM

Letter from Antarctica

A frozen land's allure

For thousands of years, Antarctica stood as a uniquely uncharted—and uncharted—frontier. It has been scarcely more than 50 years since European explorers first reached the South Pole, only 25 years since scientists in airplanes established bases on a barren continent where the only permanent island life consists of a few plants and invertebrates. But the modern world is closing in. Tourism to the region has nearly doubled in two years, while nations make rival claims to territory and, flailing rights in the area. Macdonald's *Antarctic Explorer* Diana Brady recently toured in Antarctica. Her report.

Many leave the company of administrators. With temperatures that plunge as low as -58° C and winds that can reach more than 100 to 150 mph without warning, Antarctica does not meet the usual requirements of a tourist destination. Indeed, travel to the planet's mass remains frozen out; even the most remote of the rough waters of Drake Passage from the southern tip of South America, around brings new threats sinking into darkness or falling into 300-foot-deep crevasses disguised by snow. A magnetic compass may suddenly collapse with a thunderous roar. A motor's belt may be ripped off or in cold, porous air to capture on fire. A fire turned up towards the midnight sun is suddenly whipped with wind-blown sheet and sand. At times, Antarctica is less a spot to be explored than endured. As British explorer Apsley Cherry-Garrard wrote in his 1922 book, *The Worst Journey in the World*, "Polar exploration is at once the cleanest and most isolated way of having a bad time which has been devised."

But now, as more tourists explore Antarctica's exhilarating beauty and scientists study its nature, tour leadership is largely a thing of the past as the frozen frontier. Touring explorers, notified in self-strengthened cruise liners equipped with oxygen and solar ovens, glide through waters where people once perished. They debate which way to have with dinner, instead of which sled dog should be killed for food. On shore, researchers study marine life or the earth's ancient hole about the continent with state-of-the-art technology at well-equipped bases. It is during Antarctica's brief summer that the once desolate continent becomes a hub of human activity.

From December to February, the icy waters shed enough of their crystal armor to allow access to the Antarctic peninsula, where

seeking clues to the planet's past, and progress is faster.

Antarctic now draws explorers of a different stripe—colorful-tinted tourists seeking close-up views of the unique wildlife and scenery. It is a diverse group of old souls, despite the high cost—trips start at \$6,000 for a 12-day cruise, not including airfare—and the prospect of harsh conditions. Our tour through the islands on the

Professor McArthur, a British research vessel operated by Mountain Travel Solek of 12 Cento, Cold, brought together 28 people from as far afield as Alaska and New Zealand. They ranged from a young hardware dealer from California, who turned our guides with his unimpaired list of Antarctic, to a 25-year-old American born in a better far east carrying a personal, leather-bound journal where he recorded world-famous adventures. Participants boarded the ship in Ushuaia, Argentina, on the island of Tierra del Fuego, where they would sleep and eat for the next 12 days. Many found less culture shock from the scenery than from the constant diet of meat and potatoes. Some began to crave summer treats caught by the Russian crew, and others brought in food, which contained natural antibiotics.

But, armed with petrel sticks and binoculars from a bar staff by the ship's doctor, passengers focused on the area's stark beauty—the shimmering waters of Paradise Bay, the snow-covered mountains

lining the Lemaire Channel and coastline, and the rugged peaks of the coast. More than 5,000 people took a vacation on the world's highest, driest, coldest continent last year. At least half a dozen companies now operate cruises through the islands that flank the Antarctic peninsula, with frequent trips ashore for adventures



ranging from a 30-minute stop at penquins to a quick dip in frigid Antarctic waters. Other tour operators have special events or expeditions to the mainland itself. Later this month, about 20 travelers will pay \$20,000 each to, among other things, have Japanese poet Isamu Noguchi's perform Antarctica's first concert. Others can pay about \$90,000 each to fly on the continent.

But in a world that has claims to almost a global village, Antarctica still stands as the planet's most forlorn frontier. Much of the continent is cloaked in a layer of ice estimated, on average, to be between 1,000 and 2,000 meters thick. Chunks of the glacial mass break off into the sea, forming icebergs—some of which are larger than Prince Edward Island. The bergs break up further into enormous shapes and tentacles, laced with deep veins of purple and even blue, counterparts of the fires at the end of the world that illustrate why the limit has hundreds of words to describe it. More than two-thirds of the world's fresh water is locked up in Antarctica's ice. But that frozen store does little to warm valleys in the interior, where no precipitation has fallen for at least two million years.

In contrast, the Antarctic shoreline and peninsula explode with life during summer seasons. Snow-covered hills become massive green breeding grounds, while the coasts are crowded with hundreds of rookeries and nesting colonies. Various species of albatross, penguins and other Antarctic birds stand on summer's mossy peaks, waiting for a chance to snatch shrimp-like krill from the water or eggs from the nests of wayward penguins. On nearby ice floes, Weddell seals lie. They may be so busy to stare at visitors with a look of bored contempt before closing their eyes to masses. In the water, they must remain constantly alert to threats from leopard seals or killer whales. A school of humpback whales play offshore. Documenting those scenes are dozens of tourists, armed with cameras and video equipment.

That age of summer does not of well with some scientists, who want to maintain the continent as a 3.5-million-square-mile research laboratory. They claim that visitors disrupt marine activity and the continent's fragile ecosystem. The first part can be proven; in 1869, an Argentine transport ship carrying 336 men and animals left camped ashore for 10 days, spreading more than 150,000 gallons of diesel oil throughout the area.

But the human touch usually leaves a more subtle mark on the continent. Environmentalists say that discarded plastic and other debris have appeared in the deep

seas of the continent. Scientists are also studying the impact of tourists on breeding patterns and migration in the area. Until recently, most tour operators argued that Antarctic animals are oblivious to visitors—but evidence suggests otherwise. At their home on Foulke Island, in the Weddell Sea, Adelle penguins will snap at—and even chase—tourists who wander too close to nests.

Those same become more urgent in Antarctica is exposed to the outside world. Earlier this year, a Chilean telephone company installed the first public phone booth on the antarctic continent. For about 14 cents, Chileans at the country's Antarctic Air Force base on King George Island can make satellite calls home to Chile. Other countries have set up airstrips and elaborate bases to stake out their turf on the ice, although the 38-nation Antarctic Treaty, renewed for 10 years in 1981, places territorial claims on hold and bans nuclear research. Scientists and tour operators call for such environmental initiatives as designating the continent a world park, but they are not required to pay any profits or fees towards achieving that aim.

The United States and the United Kingdom made it a mission for hard-core adventurer. On Jan. 7, Norwegian Erik Ruge completed a 10-day solo trek from the Atlantic coast to the South Pole. But British Sir Ranulph Fiennes and Michael Stroud discovered that oceans still has the upper hand in Antarctica during their simultaneous attempt to walk and ski across the massive continent without assistance. On Feb. 11, about 550 km short of their goal, they abandoned their trek and were flown back to England. The British were not the first to find that travel in the harsh polar regions seems like a descent into hell. Early in 1912, a British team led by explorer Robert Falcon Scott died of starvation and cold on their return from the South Pole, which they had reached 23 days after Norwegian explorer Roald Amundsen became the first person to achieve that goal on Dec. 16, 1911.

In the end, Antarctica's salvation may lie in its hostile disposition. Death can come quickly to those who ignore the supremacy of nature, and there are stark reminders among the coastal islands that the continent has its own defenses against human incursions. Off the Antarctic peninsula, a killer whale has been looking near the skeletons of ships that once hauled tons of ore to steel refineries. Rough waves prevent a tourist ship from landing its passengers on the island. As the Antarctic continent's current is in the past, the continent is already redefining an ideal of its spirit the remote world. For passengers who get glimpses of the continent's faces but fragile beauty, that barrier often hope for Antarctica's long-term survival.



Two young elephant seals face off for the tourists. Paradise Bay (below) sightseers head ashore by dinghy (opposite)

points towards Cape Horn where the Atlantic and Pacific oceans mingle, and to the island beyond it. In the past, the period of modern weather (temperatures climb to high in 19° C) and dense coastal sunlight brought a flow of sealants in search of whales or other marine life. Those hunters were followed by adventurers who explored the interior, followed in turn by scientists



Two young elephant seals face off for the tourists. Paradise Bay (below) sightseers head ashore by dinghy (opposite)

**Live, from Prague, the
Kurt-and-Elvis
show**

SPORTS

**Live, from Prague, the
Kurt-and-Elvis
show**



A male figure skater is captured in mid-air, performing a jump. He is wearing a light blue long-sleeved shirt under a dark vest, and dark pants. His arms are outstretched horizontally, and his head is tilted back. The background is a blurred crowd in an arena, with a blue and yellow banner partially visible that reads "AL BANK".

[illegible]

While obscured by the glare of publicity surrounding the men, the remaining Canadian skaters left little doubt of their confidence. Team officials quickly predicted that the current group could be the country's best team ever. Good performances by Jesse Chouinard of Laval, Que., the national champion, and runner-up Karen Preston of Mississauga, Ont., could put both in medal contention. And veteran pairs skaters Isabelle Brasseur of St-Jean-sur-Richelieu, Que., and Lloyd Easter of Sault Ste. Marie, Ont., enter their competition determined to improve on last year's Olympic and world bronze medals.

Together, the skaters have attracted the attention of an increasing number of Canadians. The freestyle national champion, born in Smith's in Hamilton, Ont., drew 116,796 fans, more than twice last year's then-record total in Montreal, N.B., and the 17,120-seat Copps Coliseum was sold out for the men's free skate final. At the event that nearly two million people in the area watched on television, the men's final, up from 1.15 million in 1995, was the most-watched event, what with the hype. "Skelton was there because it was the first time against each other." Overall, said the Ottawa-based Canadian Figure Skating Association, "the popularity of the sport is in very good shape right now among all of our skaters, and that's

any way, there would be no imminent danger of a skater in the world. Instead, Elva became determined to win the 1993 world title, propelling Gossing into the 1994 season, in the nationals, the Olympics and the World Championships in Colorado.

Beyond that, he had set his sights on a fireweed along a trail with his close friend, American scholar Kiyomi Yamamura, and a loud and prosperous professor of literature that he did not happen, because that scholar was based on his assumption that he would win a Nobel Prize. "I thought that a hurricane would come to hit me to not finish in the top three of the Olympic Games," he said in a fierce brain training in Toronto recently. "Well, a hurricane did not hit."

That hurricane took the form of a back injury that stole about eight weeks of critical pre-Olympic training time. The injury was only partly rehabilitated by the France. "The fight was just to get healthy enough to go to France." There was nothing left to take care of now, said the world champion, and he headed for Olympic training in his hometown of Osaka, Japan, and left to his last but finished second in some wild winds, then he said, "I thought it was just nothing. I was like the story to the story."

Browning is not one to dwell endlessly on misfortune," he said. "I went out that night, jostled with a friend, went skiing the next day, went to a hockey night." But the disappointment of Albertville did leave scars on his future. The first task, he said, was to continue and improve his standing at the next world dual despite some lingering back pain. He finished

Stajka (opposite)
Browning (left);
Brasserie and
Eaton officials
said the team
could be the
strongest ever

However, he decided against having professors in order to keep things for the fishermen—gangs—which, under the new stringent Olympic calendar, were less than two years away. But in doing so, he opted to leave his longtime club, Royal Glens in Edmonton, and coach, Michael Brack, and move to Toronto to coach under Louie Stang at the Long Green Club. "Because of the atmosphere that I was running professional, I was privileged to change my life," he said. "So when I decided to stay amateur, the thought of going back in the same bench that I had sat on for 31 years, I just thought, 'I don't need a chance'."

is still out on his in Toronto. He talks longingly about study and churches in Algeria, and he admits that he is still in of an outsider at his new training home. In Edmonton, he was just plain Kurt, at the Granite Club he is Karel. But competitively. He added, the change has done him. He wanted to avoid comparisons with what he had been doing. "Stong said 'I mean, he was a three-line world champion' can be a bit silly for me to step in and criticize his previous regimen." Among other things, throwing began with weights to build his upper body strength. In 1969, he did much office training. "Throwing well, I didn't do necessary. But I had an injury. I got a crash course in the gym, but he is better than I am."

Brewer says that he gained a lot of confidence from his win in

and Brasseur say that they reinforced their confidence by ignoring the expectations of others and, instead, just to skate on. They attribute that change partly to their on-ice disappointments last year, but there is how they coped with the death of a father last fall. "When my dad died, Lloyd went through the same things that I did," Brasseur said. "We knew my dad was in there when I found out." In Hamlin, the pair skated

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BOOKS

War of the words

A new H.G. Wells biography creates controversy

THE INVISIBLE MAN: THE LIFE AND LEGACIES OF H.G. WELLS
By Michael Cress
(Random House, 280 pages, \$28)

In his lifetime, Herbert George Wells achieved a level of fame that few writers have ever matched. His best-selling novels, including *The Time Machine* (1895), *The War of the Worlds* (1898) and *Two Weeks* (1909), were translated into dozens of languages. He enjoyed access to such leading politicians as Joseph Staline and Franklin D. Roosevelt, and his opinions on social issues were widely sought. Nearly 50 years after his death in 1946, Wells' influence is still evident there—most recently in a debate stirred by a new biography of the English writer. Written by Toronto-based author and critic Michael Cress, *The Invisible Man* attacks the common-held view of Wells as a humane, forward-thinking champion of enlightened progress. A close reading of Wells' life and work, Cress argues, reveals that the celebrated author was authoritarian and sincere in racism—and that he believed in a kind of craftily enforced social engineering that resembled something out of Hitler's Third Reich.

Cress, 34, is certainly familiar with controversy. Since the English-born biographer moved to Canada in 1980, he has built a reputation as an acerbic social and literary commentator. Yet for all the uproar that *The Invisible Man* has created, particularly in Britain (according to the author, one Wells supporter there tried to punch him), much of the book is even-handed.

Cress is particularly sympathetic to the younger Wells. Born in 1866, Wells seemed destined to join his father, an unsuccessful shopkeeper, and his mother, a farmer's wife, in a life of poverty. But he fiercely resisted these attempts to make him leave school and take up a draper's apprenticeship. In 1884, he won a scholarship to London's famed Normal School of Science, where he absorbed the doctrine of scientific progress that was

to inform his entire world view.

Although Wells regarded literature primarily as an instrument for spreading his ideas, he was also a storyteller of unadorned genius. His first novel, *The Time Machine*, proved immensely popular when it appeared in 1895. It warned of a barbaric future in which one class of people live parasitically off another. In 1901, he published *Anticipation*, a description of his ideal political system. Cress only dwells on that book at some length, because it contains opinions that Wells' earlier biographers have largely ignored. The book argues for a form of social engineering under which a superior portion of humanity (or Wells' English-speaking progeny) would depopulate the rest. Wells wrote that "the inferior races" which included black

and yellow people as well as Jews, showed "an incurable tendency to social parasitism." Wells also suggested that more murder and mass relocation of populations would be necessary to create his Utopia.

Cress also tries, with less success, to expose Wells' hypocrisy about women. Despite his small, dumpy stature, pale skin and high, wispy white hair, Wells attracted a number of young female admirers, including the gifted journalist Rebecca West, who bore him a son out of wedlock.

Wells's second wife, Jane, steadfastly asserted herself to his affairs, which he often conducted openly, and continued to raise their two sons and act as Wells' secretary until her death from cancer in 1927. Cress argues that Wells was a second-rate writer who outstayed the women in his life and, as a result, rendered his promised support of feminism worthless. But Wells suffered, too, in some of his affairs, as both he and his female friends unacknowledgedly privileged his happy relationships.

Cress also takes a biased view of the great debate between Wells and his most famous enemy, the writer Hilaire Belloc. *The Invisible Man* presents a one-sidedly dramatic picture of Belloc, the French-British Catholic syndicalist who attacked Wells for his support of Charles Darwin's theory of evolution in Wells's massive 1919 best-seller, *The Outline of History*. Cress readily points out that years of acrimonious debate depressed the thin-skinned Wells, but he sides too readily with Belloc's circle of fellow Catholic writers (including G.K. Chesterton, the subject of a 1984 biography by Cress) who claimed that Belloc was the star. Belloc never convinced Wells to abandon his views, but he sided less readily with Belloc's circle of fellow Catholic writers (including G.K. Chesterton, the subject of a 1984 biography by Cress) who claimed that Belloc was the star. Belloc never convinced Wells to abandon his views, but he sided less readily with Belloc's circle of fellow Catholic writers (including G.K. Chesterton, the subject of a 1984 biography by Cress) who claimed that Belloc was the star. Belloc never convinced Wells to abandon his views, but he sided less readily with Belloc's circle of fellow Catholic writers (including G.K. Chesterton, the subject of a 1984 biography by Cress) who claimed that Belloc was the star.



Cress portraying Wells as anti-Semitic and hypocritical

relatively badly were his down with his religious beliefs. At the end of all, Wells was ultimately on the winning side.

The Invisible Man is an entertaining and vigorously written work, coloured with telling anecdotes. Cress's portrait of Wells reacting to a bad review is particularly memorable. The writer even took issue if in his office and suddenly reveal his vast file of good notices. And Cress has done a valuable service by pushing the shadowy side of Wells' beliefs. But he has allowed his clear dislike of his subject to get too much in the way of a fully accurate portrait. *The Invisible Man* is an occasionally readable biography. But it is far from the best read of the derivative Englishman who became a giant of world literature.

JOHN BEMROSE

FILMS

Lost in the barrens

Agaguk's tale is part parable, part adventure

SHADOW OF THE WOLF
Directed by Jacques Goffman

How is the quintessential angry young man transplanted to the Arctic? (Misadventure and misanthropy), Agaguk chastises his fellow Inuit for their growing dependence on white people. He feels threatened by his increasingly assertive wife, Iggyook. And like most heroes of his type, he has a complex about his father. As conceived by Quebec author Yves Thériault, in his 1954 classic, *Agaguk: Shadow of the Wolf*, the northern hunter-trapper has a few inner demons, as well as real-life beasts, to conquer. Now, Thériault's 1950s saga has been transformed into a movie. Although none of the lead actors are Inuit, the visual aspect of *Shadow of the Wolf* is compellingly authentic. But on most other levels, the Canadian-French co-production founders



Philippe: inner demons, real-life beasts

badly. With cartoonish characters and a heavy allegorical overlay, the movie gets lost in the barrens.

As *Shadow of the Wolf* opens, the white man's alcohol and exploitive trade are threatening Agaguk's unit. In the next Agaguk (Lino Dorelli) and Philippe (Toshiro Mifune), the settler's rambly partner and shaman. Not only is Mifune's far too involved with a sluttish white trader named Beren (Bernadette Peters Donatelli), but he also makes a pass at Agaguk's love interest, Iggyook (Jennifer Tilly). The hero ends up slaying the white trader in a dispute and fleeing into the wilderness with Iggyook.

Scriptwriters Eric Robit and Rudy Wexler have drafted a sort of Inuit John Ford, an unconcerning fable about entangling male anger and reconciling with women—and with the white man. The script, nonetheless, ranges from heavy to laughable. Mifune moves like a fugitive from a samurai movie, while Philippe mostly scowls. And Tilly, with her baby-doll face, is unconvincing.

French director Jacques Goffman who co-produced the Stone Age drama *Quest for Fire*, seems undecided about whether he wanted to make a realistic, high-action adventure or a heavy symbolic, northern fairy tale. In the end, *Shadow of the Wolf* turned out to be a mopey

PATRICK HILCHY

ADVERTISEMENT

Value with a view.

Last time I stayed in Vancouver I marvelled at the choice of fine hotels. The city definitely has an embarrassment of riches in that area. Well, since I and most travellers don't have the same level of riches I thought I'd do a check, let for those who are looking for value on their stay in this fair city. Value does seem to be the watchword these budget conscious days. Well my list of resorts for Vancouver was a little different than one I would make for other cities. Water now was right there at the top. I say, why go to a harbour city and not stay by the harbour? Might as well stay home. The next resort is also location—downtown. Must be where the business district is. That is, after all, why I'm going. Fortunately Vancouver's business area is also close to restaurants, shops and theatres so there's somewhere to go when the meetings are over. Then of course service is a factor. I don't like being on the road frequently so a few friendly faces are key. Also, I'll need something to see to know that help is right there.



So which hotel fits the bill? The Waterfront Centre Hotel, a relatively new addition to the Vancouver hotel scene. It had a few bonuses I liked. They call it an intimate hotel and that means you don't need a guide to find the elevator counter or the elevators. The hallways and common areas are not crowded so you can actually meet someone there and talk. Amazing. But back to the number one criteria, value. Bedside pricing here makes all the difference. It's one place in Vancouver where it doesn't cost the earth to get the necessities and the water. Worth checking out.

FILMS

Love among the rebels

A breathtaking panorama is hollow at the core

INDOCHINE
Directed by Régis Wargnier

A 48. Catherine Deneuve revisits one of the world's most beautiful scenes and, most recently, at sea. Indochine does her justice. Filming on location in Malaysia, Vietnam and Switzerland, director Régis Wargnier has created a breathtaking panorama of poetic justice recalled only by Deneuve's pensive elegance. But the story first unfolds in that beautiful scenery does it do justice to her talent as an actress. Despite its historical context, *Indochine* is a dressed up melodrama that, in the end, has nowhere to go.

Set in 1930 in French Indochina (a region that now encompasses Vietnam, Laos and Cambodia), *Indochine* is a sprawling tale of sexual and political intrigue among the elites of a colonial empire that is falling apart. Marie (Deneuve) is a serene, middle-class pianist who reveals her emotional neediness when she falls in love with a handsome naval officer, Jean-Baptiste (Vincent Perez) by a twist of fate, her adopted daughter, the powerfully enigmatic Indo-Chinese pianist Caroline (Goh Hye Sook), falls in love but with the same man. Elaine, in a fit of jealousy, uses her political influence to have Jean-Baptiste transferred to a remote island's outpost. Then, as an anticolonial rebellion begins to stir among the natives, conflict, caused by love, journeys on back to find him, encountering poverty and opposition among her people and becoming—rather believably—a revolutionary hero along the way.

By the time *Indochine* completes its cinematic 219th scene, it is clear that the movie has as little to do with historical relevance and plot credibility as *Gone with the Wind* had to do with the realities of slavery in 19th-century America. Filled with beautiful faces and images, *Indochine* is a romance-melodrama with epic trappings. But it is difficult to disagree with the philosophical question (Is Hue "Trash" like French) who child Elaine for her concluding "I have never understood your French love stories—they are full of love, life and suffering." And equally nothing.

JOE CHILKLEY

The Machine's Best Seller List now appears in *Opening Notes* (page 8)

The best balcony scenes since Romeo & Juliet.



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300 Cantonment Road, Vancouver, B.C.



Baie-Comeau flopped on television

BY ALLAN FOTHERINGHAM

The reason why Brian Maloney was driven out of office by public opinion was exposed—though he didn't realize it—on his resignation news conference. Not content with graciously leaving out, he told a national television station that, in fact, he and his wife had planned to leave in 1990 but that groviness responsibilities—March Lala, the Gulf War, Oka, etc.—had forced him to remain at the wheel.

In the following days, this caucus reporter asked some 50 or so people—mostly my trainees, outside, strangers, and suspected colleagues—4 why he believed that statement. Of course not, was the near-unanimous response.

Even in resigning, he could not resist bragging that wouldn't pass muster at mother's knee. When Tory politician Allan Gregg, owner of businessman John Tory and chief of staff Hugh Segal presented him at year's end with meteorologically accurate political results showing that he would be personally humiliated if he tried to lead the Conservatives at a fall election, they were publicly praising the modesty and firmness shown by the Canadian people didn't trust anything he said. Seemingly oblivious, he confirmed the fact in his own resignation speech.

One is puzzled that the heavy drinkers of the land do not recognize the significance of the 24 timing. Maloney was the first of the 24. There was the long-drawn-out drama of Claude Brezina being voted to 24 Sussex Drive on Sunday to be alerted, senior Conservative figures including former Ontario premier Bill Davis and television mogul Ted Rogers assembled on Monday, then the lengthy (and silent) sessions called in on Tuesday to hear the portentious news—collocations and 19 long calls called together with the locals—then the Conservative caucus, with appropriate tears, daily informed on Wednesday morning and then, with Churchillian sterner, the TV appearance on Wednesday, Feb. 24.

It was—most everyone missed it—John Wednesday, the first day of Lent, good Roman Catholic Brian knowing that the usual comes from ancient times as the day when tables are cleared on the heels of penitents. It was even



better than walking in the snow, a symbol granted to the voters who would not appreciate his remarkable feat of achieving two consecutive majority governments with a party that had a reputation of voting its pocket.

Threats-such as diagnosed as Dalton Camp and Bob Rae made the same point about the passing person who is Martin Brian Maloney. In private, he is the best of campaigners—fancy, charming, generous, kind, a joy to be with. In public, he comes across as pompous, stiff, insouciant, never really relaxed.

Televised as a crisis moment, but also most revealing one. It exposes phobias. It's a standard political science tale, war years than 26 years old that politicians after the epic Kennedy-Nixon presidential debate found that those listening on radio thought Nixon had clearly won they were going simply on the tape and the arguments that they had heard.

Televiewers pulled him, of course, the oppo-

sition conclusion, they loved their perceptions of Nixon's smug, five-o'clock-shade-dyed parts, his shifty eyes, while the smug and supposedly confident politician's opposite coast charm. Martin Brian Maloney developed his lead flow because he grew up in the back yards of Quebec politics that charmed himself. Because he entered real politics so late—never learning his ways as an alderman, a city councillor, a provincial legislator, a prime cabinet minister, a senior cabinet minister—he estimated those he worshipped as a youth.

No personal here to this day remains Daniel Johnson, the Union Nationale premier. They used to drink together at the Chateau Frontenac in Quebec City when Maloney was a law student at Laval. The boy student, kindly, learned old-Quebec church basement bombast, and that didn't translate into 1990's television. Because Martin Brian began at the back rooms—as John Seewald pointed out in his shrewd biography, he never, even during his school days, ran for anything unless it was certain that he would win—he went out of office first eventually to the back rooms. In his farewell speech, he boasted of how his party had "an extremely significant financial surplus." Under Joe Clark, the Tories reported "some billions" of some \$6 million a year; Maloney doubled that and during his two elections drew a \$25 million. The economy is at the Dampier, the deficit is out of control, unemployment is staggering and the Prime Minister is boasting about how much money his party has. There is a rain out of touch with reality. Which, of course, is why he was driven from office. He just didn't get it.

Lyndon B. Johnson, who was the greatest electoral victory in American history after the murder of John Kennedy, declined to run again because he had considered his wife's revulsion against the issue Vietnam. Maloney, after miraculously winning together in Quebec old-poor ward bosses and union-separatists and Westmain money and drink-task delegates for economic messages, got his Tories two majorities because of their poverty, but in this end had to lose to his advisers' advice that he was dead at the voters.

History is going to be kinder to him than the present public mood is. He kept that anti-fascist Conservative caucus together—because he could sit at his behind closed doors more a week. That charm and humor and boyish sense of life that was denied the public was available only to those in the party "family." Because he was a child and a product of the back yards, he could never manage to get into the living rooms of the nation.

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